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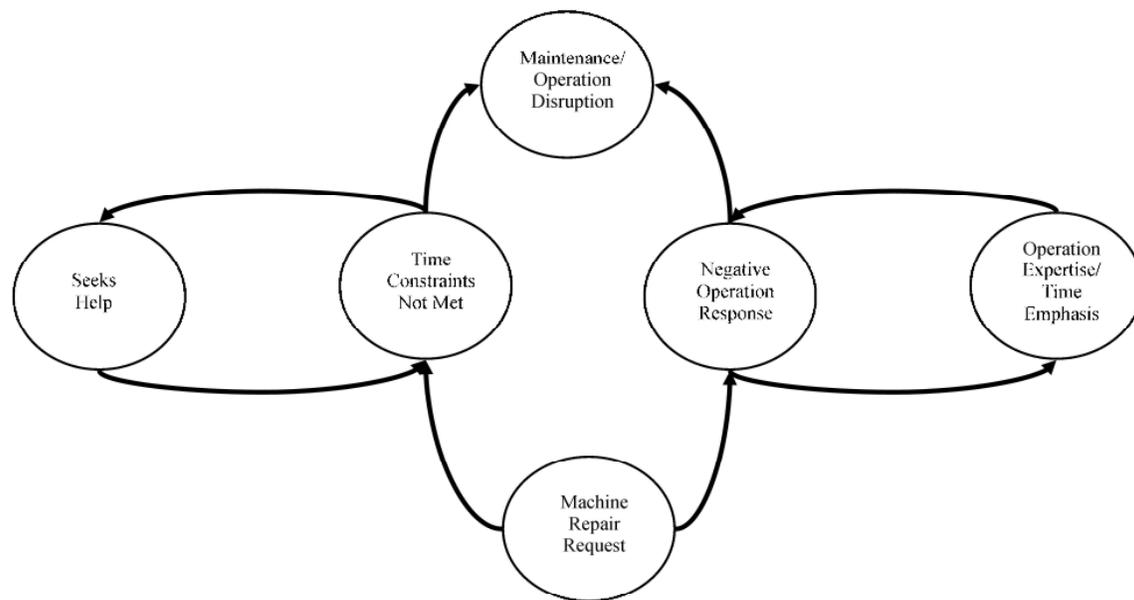
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## EXECUTIVE SUMMARY

The primary purpose for this evaluation was to determine possible solutions for enhancing workplace relationships between maintenance and operation employees at the ABC Company. Positive workplace relationships improve teamwork, employee moral, and increases productivity. As one interviewee so eloquently put it, "one of the things that we do know is that, without certain type of interaction between production and maintenance supervisors, we would be out of business."

The process involved interviewing fifteen employees which included five maintenance employees, five operation employees, three managers, and one office employee. The interview data was divided into a case study and a Systems Thinking analysis. The Systems Thinking analysis provided the following systemic diagram.



According to the systemic diagram, one major contributing factor begins when there is a request to repair a machine used in the production process. If the machine is repaired in specific time frame there is no disruption. If a machine is not repaired in a specified time frame then there is a workplace disruption between maintenance employees and operation supervisors.

Maintenance employees respond by seeking the help of other maintenance employees which prolongs and extends the time that the machine is inoperable therefore impacting production quotas. This leads to my first recommendation.

- Provide maintenance employees additional machine training. This will decrease the need to seek the help of other maintenance employees and therefore increase production time.

Operation supervisors respond to the challenge by attempting to direct maintenance employees on the process for repairing the machine. Since operation supervisors have had an opportunity to witness the process that maintenance employees use to repair production machines they believe that they have a high level of expertise with the machines. Additionally, some supervisors are known to point out that the maintenance employee does not know what they are doing as they attempt to repair the machine. This is perceived as insulting and results in verbal behaviors that contribute to negative workplace relationships between maintenance employees and operation supervisors. This leads to my second recommendation.

- Provide maintenance employees and operation supervisors with conflict management training

Interviewees reported other contributing systemic perspectives which include insubordination, personality conflicts, unresponsive supervisors, and negative communication behaviors. The verbal behaviors that contribute to negative workplace relationships between maintenance employees and operation supervisors include sarcasm, assertiveness, and speaking in a loud tone of voice. The non verbal behaviors that contribute to the negative workplace relationships include negative facial expressions. One employee reported that flipping "the bird" at other employees is acceptable. This leads to my third recommendation.

- Provide employees and supervisors with positive communication techniques training

Interviewees reported that the best way to avoid employee workplace disruptions is to work together as a team and eliminate rumors. They also reported that the best ways to develop positive workplace relationships include positive communication, exhibiting respect, teamwork, and transparency in the workplace. This requires a shift in how other employees interact with each other throughout the business as well as enhancing both positive verbal and nonverbal behaviors. This leads to my fourth recommendation.

- Assemble a small team of employees to work together to develop strategies for developing positive workplace relationships throughout the entire business.

## INTRODUCTION

The primary focus of this case study is to begin the process for improving workplace relationships between maintenance employees and operation supervisors. Researchers report case studies provide opportunities to evaluate bounded systems. “A bounded system is bounded by time and place” (Cresswell, 1998, p. 61). Case study research provides an in-depth analysis and detailed description of a bounded system (Cresswell, 1998). Case studies provide the opportunity to record espoused theories in use derived from responses that reflect conscious values and beliefs (Osterman & Kottkamp, 2004).

This case study involved interviewing thirteen ABC Company employees. The interviewed employees included five maintenance employees, five operation employees, three managers, and one office employee. Interviews provide a real-life data collection process to assist with a case study (Glense, 2006). All interviewees received the same set of questions and then the responses were coded according to a pre-established scheme. The interview questions for the case study were:

1. Describe an incident that resulted in a workplace disruption between employees?
2. How did the incident make you feel?
3. How do you handle workplace disruptions between employees?
4. What conclusions do you have regarding workplace disruptions between employees?
5. Is there anything that you do to avoid workplace disruptions with other employees?
6. Is there anything that other employees do to avoid workplace disruptions with other employees?
7. Describe an incident that resulted in which you developed a positive workplace relationship with your boss/co-worker/direct report.
8. How did developing a positive workplace relationships with your/boss/co-worker/direct report make you feel?
9. How did you handle the response from your boss/co-worker/direct report?
10. What conclusion do you have regarding developing positive workplace relationships with your boss/co-worker/direct report?

11. Describe an incident in which differences in culture had an impact on developing positive workplace relationships.
12. How did the incident make you feel?
13. How was the response to the cultural differences handled?
14. What conclusion do you make regarding cultural differences when developing positive workplace relationships?
15. How do you verbally communicate with other employees?
16. How do you non-verbally communicate with other employees?

## CASE STUDY FINDINGS

The interviews were transcribed into several themes. Coding is the first step of data analysis (Holstein & Gubrium, 2005; Patton, 2002). Coding involves analyzing interviews for essential content (Patton, 2002) as well as sorting and integrating materials (Cresswell, 1998; Weiss, 1994). Coding provides a link between interviews, observations, and gathered documents (Weiss, 1994). The coded themes were:

- a) Maintenance Employee nonverbal communication
- b) Operation Employee nonverbal communication
- c) Maintenance Employee verbal communication
- d) Operation Employee verbal communication
- e) Cultural Influences

Positive workplace relationships is not limited to transmitting knowledge but also involves interpersonal communication behaviors and nonverbal behaviors that are the major aspects of interpersonal relationships. The supervisor-employee process is essentially a communication event that includes verbal and nonverbal communication. Supervisors and employees are verbal and nonverbal message senders and receivers. Developing respectful relationships with employees requires considerable knowledge of their verbal and nonverbal communication styles.

### *Verbal Communication*

Effective communication includes verbal communication which is an essential component of organizational success. Verbal communication involves using speech to exchange information with others. People normally communicate verbally in face-to-face conversations. Verbal communication includes tone of voice, voice pitch, speech rate, and articulation. In business, employees communicate verbally to exchange ideas, understand diverse points of view, and solve problems.

## Maintenance Employees

Several of the interviewed maintenance employees indicated that they use sarcasm, assertiveness, and a loud tone of voice as methods for communicating verbally. One maintenance employee stated:

I'm respectful, off the gate, whether I've known you for years or ... If I've known you for years, we're guys. People at work, we all bust balls, stuff like that, and crack jokes ...

Another maintenance employee gave the following example that involved the usage of sarcasm.

There was one incident where they were talking, that they tried to ... This was a while ago. When they just hired [Operation Supervisor Name] as Supervisor, and it was a job that we had a rough night, and I got called to a job ... For the, same job for like the fifth time, and I had walked by. I said, "What the fuck?" I happen to walk by a supervisor.

Sarcasm can damage employee workplace relationships. Many people believe that sarcastic messages are negative. Even though sarcasm may serve as a corrective function, in the long run it diminishes a persons esteem and therefore has a negative impact on workplace relationships.

Another maintenance employee uses assertiveness as a method of verbal communication with other employees. This maintenance employee stated:

When I talk, if I'm trying to get my point across, they're going to ... I will just explain it, you know? Again, I don't have a problem getting anything across. I don't know. I don't understand really. I mean, I don't have a problem with any of that stuff.

Finally, another maintenance employee communicate verbally by using a loud tone of voice.

This employee stated:

I kid around a lot. You know what I mean? Even with production employees, every morning I'll see [Employee Name] or [Employee Name] on the deck, and I'll be like, [Employee Name]!!! We do that kind of ... It's early in the morning, just to wake everybody up. I'll yell, [Employee Name] Then I'll say, "Good morning everybody."

Excellent communication skills ranks as one of the top three most important skills needed for supervisors who desire to establish positive workplace relationships.

### **Operation Employees**

Interviewed operation employees revealed that they use tone of voice and positive communication as the primary vehicles for verbal communication.

One employee stated:

I have a high respect for each of them, I talk to them in a low tone of voice even if it's an argument I have learned through the years of experience on the floor that we all need respect.

Supervisors who have a positive perceptions regarding employees tend to speak in a positive tone.

Regarding positive communication one employee stated:

I try to be so calm, I don't want to be like, "HEY!" No. I don't want to do like- we're human, we need to treat people like human, not like animals. We're working here, it's a warehouse a company. Everybody's human. I mean, hey please. Can you do this for me? With a good attitude. I like that, because if I go out, I like people to treat me like that.

Please, can you do it for me? I don't want screaming, I don't want, "Hey!" No, no. I don't go that way.

Another employee stated:

First word is please. First word is can you and always thank you, because I always get the word, I hear this a million times. ... I say thank you, and then I get the response that's, "Why are you thanking me? It's my job." It doesn't bother me. It makes me laugh. I joke with it. I got to say thank you. Like I say, thank you today for taking your time out to see me.

A final employee stated:

[I] verbally communicate, directly, depending on the situations. I like to communicate with the group. If it's 1 to 1, if I see something that a person shouldn't be doing, I try to pull them out and talk to them on the side. Respect, you don't want to go in front of everybody, this got to be done this way. People tend to feel intimidated or they say why you talking to me like this? But if you pull them to the side and talk to them and explain to them the situation, I think they understand it better that way, but that's the way I learn a lot in here.

Employees who perceive that supervisors feel favorable toward them demonstrate desired workplace behaviors. These employees are more likely to complete assignments when they feel accepted by their supervisor.

### ***Nonverbal Communication***

Nonverbal communication contributes significantly to communicative interpersonal interactions when compared to verbal communication (Birdwhistell, 1970; Mehrabian, 1968). Nonverbal communication has greater significance than verbal communication that results from nonverbal communication, having a greater impact in determining interpersonal context meaning, (b) when

accurately determining feelings and emotions, (c) when revealing meanings and intentions that are deception and distortion free, (d) when attaining high-quality communications that represent a much more effective communication medium, and (e) represent a more suitable means of communication when compared to verbal communication (Leathers, 1997).

Nonverbal communication includes three interacting systems, the visual, auditory, and invisible communication systems (Leathers, 1997). Auditory communication involves loudness, pitch, rate, duration, quality, regularity, articulation, pronunciation, and pitch. Visual communication is the most important nonverbal communication system, and includes kinesthetic, proxemic, and artifactual subsystems. Kinesthetic communication includes facial expression, eye behaviors, gestures, and posture. Proxemic communication involves the use of space, distance, and territory for communication purposes. Artifactual communication involves facial and bodily appearances and the options that communicators use to alter their appearance. Individuals who nonverbally communicate in a manner consistent with a culture are perceived as more interpersonally attractive by members of that culture (Dew & Ward, 1993). Supervisors who identify, analyze, and modify, if necessary, their nonverbal behavior will improve their effectiveness.

### **Maintenance Employees**

Interviewed maintenance employees revealed that technology is the primary vehicle for non-verbal communication. Other employees use facial expressions and hand signals to non-verbally communicate.

One maintenance employee stated "I smile". People who smile are perceived as friendly while a frowning is perceived as mean or grumpy. Frequent smiles are one of many positive signals that need to be used in the workplace.

Another employee responded to the necessity of using hand signals. According to this employee, "there's a lot of times where we need to use hand signals for stuff where we can't verbally ... It might be in too loud of an area, stuff like that."

Other interviewed employees use texting, emails, and employment processes as a primary vehicle for nonverbal communication. According to one employee:

Texting, that doesn't require any talking. All the maintenance guys do. Yeah. We have all of our cellphone numbers. This way, if anybody ever has a problem, they either call me or I'll call them or whatever. We're a pretty tight knit group. You know what I mean?

Another employee stated:

I very, very seldom non verbally communicate, through e-mails is about it. unless I have to write somebody up or whatever I do a write up form. Sometimes I'll do memo's for the guys to put in down there or certain things need to be cleaned or we need to do this or do that, but very seldom.

### **Operation Employees**

Interviewed operation employees revealed that they use hand signals and facial expressions as primary methods for communicating non-verbally. One employee stated:

I do a lot of hand gestures, with the noise go around them pat them on the back.

Another employee used positive facial expression as the primary method for communicating non-verbally. This employee stated:

As far as bringing product up and down the line, batch, that stuff. If you just having a grin in my face and then the next minute later you still have that grin in your face, so if I have a grin in my face and the driver sees I got a grin in my face, the guy next to me sees I got a grim in my face....

## SYSTEMS THINKING

Promoting positive workplace relationships requires determining the causes that impede this objective. Systems thinking is a theoretical framework that enables me to evaluate maintenance employee-operation supervisor workplace relationships. Systems thinking is the study of a system's structure and behavior (Senge et al., 2000). Senge et al. (2000) recommends analyzing a system by evaluating events, patterns and trends, developing a systemic structure, and developing mental models. According to Senge et al. (2000):

Behind each pattern of behavior is a systemic structure—a set of unrelated factors that interact, even though they may be widely separated in time and place, and even though their relationships may be difficult to recognize. When studied, these structures reveal points of greatest leverage: the places where the least amount of effort provides the greatest influence for change. These are not necessarily the points of highest authority; they are the places where the ingrained channels of cause and effect are most susceptible to influence (p. 82).

Mental models evaluate the values, attitudes, and beliefs persons are thinking that cause a structure to exist (Senge et al., 2000).

### *Workplace Disruptions*

The interviewees indicated that workplace disruptions result from several behaviors. Several interviewees revealed that negative communication contributes to workplace disruptions.

According to one employee:

Actually, there was one this week between a supervisor and one of my maintenance guys. I guess it was more over the way a supervisor would talk to the employee and where he took it the wrong way, but the supervisor actually just talks that way and he doesn't realize he's saying it.

According to another employee the workplace disruption involved communication which involved two maintenance people, a supervisor and a maintenance person.

It came to the point where he said, "Who are you?" The maintenance mechanic, he had walked away, and he said, "No, you sit down. I want to talk to you." The way he says it, it just ... You know what I mean? The way he said it, and he was just like ... He said, "First of all, no, I'm not sitting down." He said, "I don't want to create no arguments." He said, "If you want to just tell me no, just tell me no, you don't want to do it for me and I'll go get somebody else," basically is what he was saying.

Another employee provided feedback that indicated insubordination is a source for workplace disruptions. According to one employee the insubordination involved a lead hand and an employee. This employee stated:

The lead hand had to tell the employee to do something, and I guess he refused to do it, and things got really out of hand. At that time we had another supervisor back there and he was just walking in, and everybody was like ... and the screaming and hollering that was going on, it was really bad. I really had to step in and separate those guys. What I did was grab one of the guys out of the way, the best thing to do is just remove them, and talk to them individually.

Other employees provided feedback that indicated workplace disruptions are a result of challenges with problem solving. For example one employee stated:

He was trying to justify himself because that's the traditional maintenance. They like to justify themselves to throw other people under the bus to make themselves look good for whatever reason. That's in their ego, that's the way they operate. I was trying to tell him it shouldn't be like that. We should go down to the route call before we start pointing fingers and stuff like this. Well, it doesn't help our productivity because we're too busy arguing. While we're arguing the problem is still there. I literally had to tell the other supervisor that I had it, let me handle it.

Another employee indicated that some maintenance employees cause workplace disruptions because they refuse to participate in the problem solving process. According to this employee:

When you're on shift all the mechanics go to breakdowns. [Employee Name] sits in the break room or on the package line and just watches everybody run all over the place and don't help but it's not good because the other guys get pissed off because when he has an issue he wants people to come help him. Sort of like one hand washes the other thing.

A different employee revealed his frustration with solving problems for operations. According to this employee:

A lot of times I get frustrated because sometimes there's a lot of redundant problems that could be fixed without the skills of a mechanic. It's something easy. Even taking a second to look. "Oh, okay, this is what he did last time. Move this over. It might be blocking a sensor or photo wire, something like that", and boom, the machine runs. A lot of times, they just, "Oh, that didn't work right away", and I get called out. I get frustrated a lot of times with some guys.

Other employees report that workplace disruptions result from employees refusal to follow directives. According to one employee:

My co-worker, it was me and him. It was like together, he was a real good friend. ... I told him, "Hey, I need a favor from you. Can you give this guy a break?" He said, "No." He was mad. He said, "No. I'm not giving him a break, because it's the other guy. I have to give him his break." I said, "Why? I need a favor. I'm telling you about the lead hand." Now we go like work, not like friends. I'm going to talk to you like a work person, you know? He's like, "No, no no!" He's screaming, and I was like... I back up, I give the break to the guy. I feel bad, because I thought he was my friend.

On a different occasion an employee reported:

I had a situation where one of my supervisors asked another employee to do something and that employee told that supervisor to leave them alone and to please get away from them.

Several interviewed employees reported that supervisors are unresponsive to employees. For example, one employee stated:

That would be for the people in the plant, to where they start complaining about something, supervisor looks at them like they're really dumb, they come out and start, because everybody talks to me, so it's like "Do you know they don't listen to this, and they don't do that, and they don't hear what we're saying" and I'm like "okay".

Another employee stated:

We have [Operation supervisor] on supervisor and [Employee name] is asking a simple question and he turned around and looked and was like "you shouldn't be doing this" and walked away. [Employee name] was like "Really? Come on, you're supposed to help me." According to [Employee name], they don't listen to what they're saying out there.

Other employees reported that personality differences cause workplace disruptions. One employee stated:

In the shop there's always little mini clashes because of the different personalities.

Another employee stated:

[Maintenance Supervisor Name] he's one of those guys that are real hot tempered....

Finally, one maintenance supervisor reported challenges with personalities. However his response indicates the lack of training as a source of workplace disruptions. According to this employee:

Like I said there's a lot of different personalities, there's a lot of different levels of skill, skill levels, which makes it difficult sometimes, because everybody thinks everybody is supposed to be ... Well we've got, [Employee name] is a general, he's still learning and then you got [Employee name], he's been here awhile. He's always talking about everybody. I mean everybody has their own little ... It's like Peyton's Place in there. It always has been, always will be. That's just maintenance departments in general.

### ***Maintenance Employee-Operation Supervisor Conflicts***

The interviewees indicated that workplace conflicts between maintenance employees and operation supervisors result from the role that supervisors play when it is necessary to repair a machine. According to a maintenance supervisor:

Production has nothing to do with maintenance. We'll go back to where we were years ago where production supervisors don't tell maintenance people what to do because we're there as a service, that's what maintenance is. It's a service to them. Our job is to repair machines and it's gotten a little bit to where you've got your superintendent, you got more people ... Everybody get titles here and they're over and they get a big head. You can't tell somebody if you don't know what the hell you're doing. If you don't know anything about maintenance you shouldn't be telling maintenance what to do. We have people here for that. We have maintenance supervisors.

When asked about other supervisors instructing maintenance employees on how to repair a machine, this supervisor responded by stating:

Yes, or, "You got to hurry up," blah, blah, blah. Get your chest back in dude, you're nobody to me because we're here to do a job. We're here to support you. Why you

pushing it and pissing everybody off and stirring the pot ain't getting it done. You get people mad they can slow down or they're going to stop and walk away. I will. It's better to walk away than to let it escalate, cool down and then you come back and go back to what you're doing and I tell my guys that, "If you get to the point where you're going to ... Walk away. I don't care he says, what he's doing just walk away. Get away from it and then come back later. Cool down and then come back. I don't care. We'll take care of that. Let your supervisor know," and that's the way it should work. You don't want to get in a shouting match on the floor and get everybody bent out of shape because some of them just don't think that they, they're, "I need my number." You ain't going to get your numbers until it's fixed.

Another maintenance employee reported on the conflict between maintenance and operation supervisors. "A lot of the maintenance guys have problems with productions supervisors trying to tell them how to do their job, and they don't know anything about the equipment." This same maintenance employee provided a response that originates from operation supervisors. He stated that operations supervisors will say "Why can't you get it done faster?"

Another maintenance employee provided addition insight of the conflict between maintenance and operation supervisors. He stated:

If a production supervisor needs a piece of equipment fixed they have the authority to say, "Hey, I need this fixed. Come over here." Now, if the production supervisor has a problem with the way the man is fixing it, that's a problem. These guys been in the business, some of them, 40 years, and with old school guys and then you got, maybe, some younger kid who just became the supervisor trying to tell him how to do his job, there's going to be a conflict of interests. I can already tell you that.

Operation supervisors provided responses to workplace disruptions between maintenance and operation supervisors. One operation employee spoke to the expertise that he developed over time.

I look at myself as an expert of processes. Can I throw meat better than someone who throws meat, can I run a mixer better than someone who runs a mixer, I don't know. But I am an expert on how they're supposed to do that function. As for a mechanic, I'm nowhere near anything to an expert of how to fix a piece of equipment. What I have is a expertise of what that equipment is supposed to be doing at that moment what is it not doing that I need it to do.

This employee went on to say:

It could be that you have so much knowledge, or anyone on the floor has so much knowledge about that piece of equipment, that when it's not doing what it's supposed to do, you automatically assume. You know how to get it to where it should be. For a mechanic, hearing from someone, hey this is what you need to do for it, it's frustrating because at that point, you may be the expert on what it's supposed to do, I'm the expert on getting it to where it needs to be.

### *Workplace Disruption Pattern and Trends*

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Table 1

*Systemic Workplace Disruptions Incidents*

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Category	Percentage
Communication	17
Insubordination	26
Personality Conflicts	17
Problem Solving	5
Unresponsive Supervisor	11
Lack of Training	6
Policy	6

Table 1 reveals that interviewed employees cited seven sources for systemic workplace disruption incidents. Insubordination seems to be the primary reason for these disruptions followed by communication and personality conflicts.

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Table 2

*Maintenance-Operation Employee Workplace Disruptions Incidents*

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Category	Percentage
Personality Conflicts	25
Problem Solving	50
Lack of Training	25

Table 2 reveals that one-half of workplace disruption incidents between maintenance and operation supervisors is caused during the problem solving process. Like table one it appears that personality conflicts is a major contributing factor as well.

Table 3

*Culture Contributing Factor*

Category	Ethnicity	Gender	Age	None
Percentage	50	12.5	12.5	25

Table 3 reveals that when considering culture as a source for workplace disruptions, ethnicity plays a major role.

Table 4

*Avoid Workplace Disruptions*

Category	Teamwork	Eliminate External Forces Influences	Positive Communications	Eliminate Rumors
Percentage	33	16	16	33

Table 4 reveals that the best way to avoid workplace disruptions includes either teamwork or eliminating rumors.

Table 5

*Developing Positive Workplace Relationships*

Category	Percentage
Positive Communication	27
Employment Focus	16
Transparency	11
Following Directives	5
Teamwork	11
Respect	22
Equity	5

Table 5 reveals that the best way to develop positive workplace relationships is accomplished by positive communication. The interviewees also recommended that respect and employment focus become part of the process. Employment focus involves getting the job accomplished that they were hired to do.

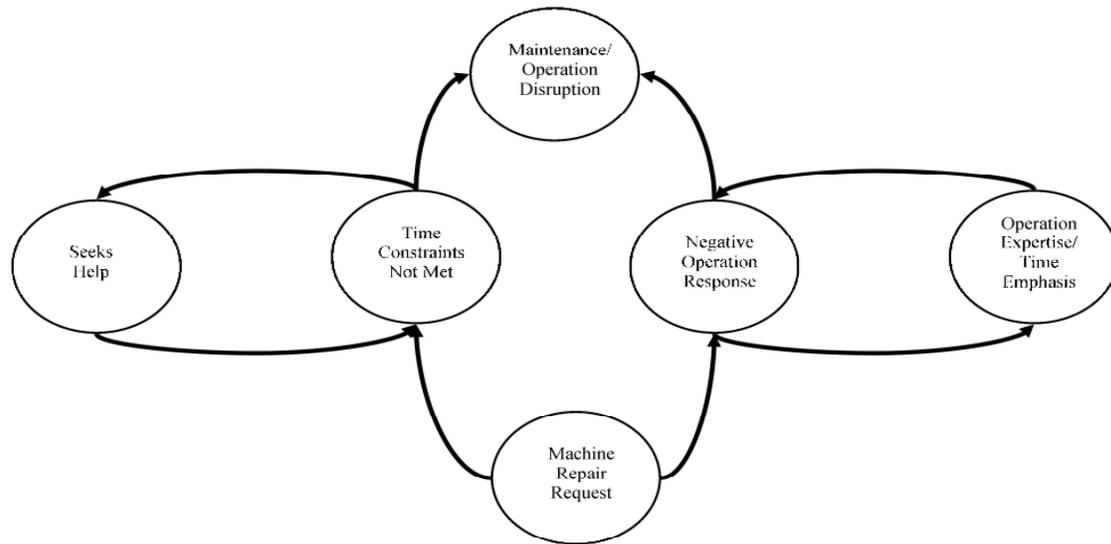
Table 6

*Workplace Incident Response*

Category	Employment Focus	Counseling	Following Directives	Report to Supervisor	Communication Evaluation
Percentage	12	50	12	12	12

Table 6 reveals that the best way to respond to workplace disruptions is by counseling the employees that were involved in the incident. The counseling process is accomplished by first diffusing the disruption and then speaking to both employees.

### *Systemic Diagram*



The Systemic Diagram reveals that workplace disruptions between maintenance and operation employees begins when there is a request to repair a machine. If a maintenance employee does not repair the machine in a prescribed time a disruption is probable. This disruption increases if an operation supervisor has a negative response to the maintenance employee. Operation supervisors may respond to the maintenance employee by insisting on the maintenance employee repairing the machine in a prescribed time-frame. Operation employees may also attempt to direct the maintenance employee on how to properly repair the machine. When a maintenance employee is unable to repair a machine in a specific time frame they will solicit the help of advice of other maintenance employees through texting, making a phone call or attempting to get other maintenance employees to help.

### *Mental Models*

Mental models evaluate the values, attitudes, and beliefs persons are thinking that cause a structure to exist (Senge et al., 2000). All employees reported negative responses to workplace disruptions. A operation supervisor reported the danger regarding the workplace disruption. The supervisor stated:

Because the situation that it was, it made me feel uncomfortable for what was going on, because they did have a bleed, a cutting box on the hand. That right there is one of the things as a whole, the aggressiveness, that it was happening. I had to pull him up, separate them.

Other employees continue to feel that workplace disruptions have a negative impact. "It was concerning that an employee would react that way." Another employee reported on the negative impact of the absence of information necessary to evaluate workplace disruptions. According to this employee:

It didn't make me feel good because when you don't have all the information, you act on the information that you have, and it turns out to be the wrong decision, you don't want to send the message that you are trying to penalize one group versus another.

Workplace disruptions upset employees. According to this employee, [I was ] "upset because they're getting upset because then they're not doing their job the right way, and it's like, well then say something, to you. They're not listening."

## APPENDIX

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## INTERVIEWS

### *Employee A*

Derrick Campbell: I'm sitting here with [Employee Name]. [Employee Name], first question I wanted to ask you is, is it okay for me to record your voice?

[Employee Name]: Yes, it is.

Derrick Campbell: Okay. Thank you. As I said before, we're looking at promoting positive workplace relationships. The first question I want to ask you is, describe an incident that resulted in a workplace disruption between employees.

[Employee Name]: Actually, there was one this week between a supervisor and one of my maintenance guys. I guess it was more over the way a supervisor would talk to the employee and where he took it the wrong way, but the supervisor actually just talks that way and he doesn't realize he's saying it.

Derrick Campbell: Tell me ... Do you know what was said?

[Employee Name]: What was it over? They were talking about ... I'm trying to think of the exact words they were saying, but it was more ... He was trying to make things easier. I think it was for his ... Oh, it was for his time. That was one of the things.

What happened was, he wanted this supervisor to adjust his time for this week, because we're this week. The thing basically trickled down to, was that when he asked him to do it, the supervisor said, "Well, who are you? You're nobody." You know what I mean? Like that.

The way the supervisor meant to say it, because he can't get permission from him, he would have to go to our assistant maintenance manager, I guess, [inaudible 00:01:54] [Employee Name] and he would have to get permission from him, but he's explained it to him already that I already talked to [Employee Name]. I emailed him because we both were changing our shifts and it was already documented. I guess there was no trust there, and he just ... Because there was people that got fired in the [Road 00:02:10] plant for changing people's times without authorization, the supervisor wasn't going to change it just because he said so. He had said to him, "Everybody else will change this. Why don't you do this?"

Derrick Campbell: This was between two maintenance persons?

[Employee Name]: Yeah, two maintenance people, a supervisor and a maintenance person.

It came to the point where he said, "Who are you?" The maintenance mechanic, he had walked away, and he said, "No, you sit down. I want to talk to you." The way he says it, it just ... You know what I mean? The way he said it, and he was just like ... He said, "First of all, no, I'm not sitting down." He said, "I don't want to create no arguments." He said, "If you want to just tell me no, just tell me no, you don't want to do it for me and I'll go get somebody else," basically is what he was saying.

Then the supervisor wanted to, I guess, reinstate what he was saying by saying, "Well, this is what I mean," or something. It's just more of a communication thing.

Derrick Campbell: And you observed this?

[Employee Name]: I heard both sides.

Derrick Campbell: As you heard both sides, how did that make you feel?

[Employee Name]: That they were being juvenile. Not juvenile, but I understand how [inaudible 00:03:39] people clash sometimes. What I usually do, I try and get between everybody and make everything better. I talked to the maintenance man, then I talked to the supervisor, just to say, "Yo, why did you have to say that?" "Well, I didn't meant to say it that way." I said, "Well, what did you say?" He told me what he said, and I said, "Well," I said, "Maybe ... " He said, "Well, I mean to say he doesn't have the authority." I said, "Well, maybe you should have said that, instead of 'you're nobody.'" You know what I mean? I'm just trying to, you know ...

By the end of the day, no, the next day, I was talking with the supervisor and he followed me upstairs and he went to apologize to the maintenance guy. That was a good thing. I talked to both of them and so.

Derrick Campbell: I know you said there were other incidents. What is your conclusion when it comes to these workplace disruptions?

[Employee Name]: It's more of a lack of communication. If everybody just instead of just blurting out what they're saying, and if they just sat back and listened a little bit more and then understood what they were trying to say, you wouldn't have this many problems. A lot of it's communication.

Derrick Campbell: Are you eluding to, there's no standard process for communicating?

[Employee Name]: I don't know if it should be a standard process. I think it's more common courtesy. Where you treat people how you want to be treated. If you're going to be that way to that person, of course that person's going to come back there. If everybody was just halfway decent, we wouldn't have any

of these problems at all. I don't think it's more of a process. It's more of a ... You know.

I know all of the guys. A lot of the maintenance guys, they were working long hours, because we were short-handed for quite a while. It's like, everybody's tired, and then we don't have a maintenance manager so that [inaudible 00:05:36] stuff back because he's getting overloaded with work now, so that trickles down to the supervisor. The supervisors are getting angry because you're hearing crap from that, so they naturally ... Stuff rolls down hill.

Derrick Campbell: Stuff will roll down hill.

What can employees do to avoid workplace disruptions?

[Employee Name]: [inaudible 00:06:04] Treat everybody with respect and just be a nice person.

Derrick Campbell: What do you do to avoid any [crosstalk 00:06:14]?

[Employee Name]: I don't have problems with people. That's what the good thing is.

Derrick Campbell: There has to be something that you're doing.

[Employee Name]: When I walk in every day, I just shake everybody's hand, "How you doing?" Sometimes I get on people's nerves because I'm so happy all the time. Even [Sheila 00:06:31] says, "Why are you so happy?" I say, "Because Jesus didn't put me on this earth to be miserable. That's all."

Derrick Campbell: That is definitely a creative statement. Are you the maintenance acting supervisor, I mean, manager?

[Employee Name]: No. I applied for the position, but ...

Derrick Campbell: You're a supervisor?

[Employee Name]: No. I'm a [Employee Occupation].

Derrick Campbell: [Employee Occupation], what is that?

[Employee Name]: ...

Derrick Campbell: You really kind of report to a supervisor most of the time?

[Employee Name]: I report to the maintenance manager, not to the four supervisors.

Derrick Campbell: The supervisors are your peers?

[Employee Name]: No, actually they could tell me what to do if they wanted to, because I have to listen there because I'm a union employee. If I'm not in supervision, any supervisor in the plant has the right to tell, you know, "I need you to do this," and unless it's an unsafe act, I do it.

Derrick Campbell: Giving that scenario, how do you establish a positive workplace relationship with them?

[Employee Name]: How do I?

Derrick Campbell: Yeah.

[Employee Name]: I just ... I don't know, just a happy person. I just, you know, we work together well. They ask me to do something. I help them out. They help me out. It's like a give and take.

Derrick Campbell: What about people who are on your level?

[Employee Name]: The guys?

Derrick Campbell: Yes. [crosstalk 00:08:11] How do you make sure you have a positive relationship with them?

[Employee Name]: Any time they need a hand, they know they can count on me. If they need ... Even the mechanics, if they're under the deck and they can't get a [inaudible 00:08:23] in or something, and they're in the slop. I'll jump into the slop with them and give them a hand. You get their respect that way. If you were there helping them out, if you ever need a hand, then they'll give you a hand.

Derrick Campbell: Those are very good responses, very good responses.

[Employee Name]: Oh, thank you.

Derrick Campbell: Let's talk about your former maintenance manager. How did you ensure that things were always good between you and him?

[Employee Name]: You okay?

Derrick Campbell: Yeah, that's my watch going off. Let me turn this off. Go ahead, I'm listening.

[Employee Name]: For the most part, he was a nice guy, but the correlation between returning emails, I had a lot of problems with. Stuff like that. That would

get me kind of upset sometimes, because he's my maintenance manager and I'm asking him for responses to stuff, and then I have to track him down. He was in meetings all the time, so it was hard to get a hold of him, especially if I'm supposed to report to him.

Basically, my job, nobody does. Maintenance managers have not gone to school for what I went to school for. They don't really know what I do, which is kind of a good thing sometimes. The thing is, when I find a problem, and I need an answer, like, "Hey, we need to shut this piece of machinery down and get it fixed," it was hard to reach him sometimes. "All right, all right, all right," or that he'd be looking at you, or you'd be having a conversation, like we're talking right now, and he'd be on his phone. I said, "Did you hear what I said?" "What was that again?"

He was that kind of person. He wasn't giving you undivided attention. I'm sure the maintenance manager, he had a lot of stuff on his plate.

Derrick Campbell: How did you keep that going? That had to be [crosstalk 00:10:22]

[Employee Name]: I just did what I had to do and then, if I had a question that I wasn't getting answers from him, I would go to [Employee Name], who is head of maintenance reliability. He's actually in charge of the [Employee Occupation] program for all four of the plants, and he does, so if it was something ... Because he would say to us, "We're all one group. If there's work orders aren't getting done over a month, I need to know."

[Employee Name] was aware of that. That we had to make sure that we were all on board and getting things done. I would give [Employee Name] all the opportunities to answer it, but then if I didn't get an answer, and I know it was my job to do that, I would have to go one step higher. That's what I would do.

Derrick Campbell: What conclusion would you make about establishing positive workplace relationships with your boss?

[Employee Name]: The same thing. It's all communication. You have to be able to talk with your boss, let him know what you're doing. This way, he can give you an answer back. This way we would get things done. I've been waiting to get that gear box up on hydro 2 for two years now. We're getting oil analysis reports on it where the metal, the gears are ripping apart. If it goes down, half our plant's down. Every year it's something new. The one that we're changing isn't even the one that's really bad. It's on hydro 1.

Now, as soon as we get the one on hydro 2 taken out, we can have the gear box rebuilt, put that all in there, but his is just a disaster waiting to

happen. I'd be failing my job if I didn't go to the next step to make sure it's not getting done, if it's getting done.

Derrick Campbell: You said half of the plant would go down?

[Employee Name]: Yes.

Derrick Campbell: What's been the push back then?

[Employee Name]: The push back?

Derrick Campbell: Yeah.

[Employee Name]: There's no planning. I said I'll reschedule. I had meetings all last year with people from [inaudible 00:12:24], the outside contractors, going to put [it in 00:12:25], with the people who made the gear box. I had engineers coming. I had meetings with them, with these engineers that all came in, and then Dan wouldn't be there. I'm like, "Hey, listen, are we getting ... ?" It was a week before shut down. I said, "Are we doing this or not?" "Well, we're going to see if we can fit this in." I'm like, "Why isn't this stuff planned already? We knew this for two years now."

[Employee Name], of course, from corporate, he'll say, "What are we doing with the gear box?" I got to the point where I said, "You need to talk to [Employee Name], because he's the one that's ... "

Derrick Campbell: Running the show.

[Employee Name]: Exactly. I can only give you the input, what we need to get done, but I can't push the issue. I'm a union employee.

Derrick Campbell: I don't get that.

[Employee Name]: What?

Derrick Campbell: The union employee. I don't get that. How does that ...

[Employee Name]: Well, supervisors and managers make the major decisions. I don't make decisions on who can come in here, sign the bills to pay for, for outside contractors come in. I can't do that.

Derrick Campbell: I don't understand how the union, well not interrupts, but how does the union influence that?

[Employee Name]: I'm not ... By union employee, is that I'm not supervision. That's ...

Derrick Campbell: [inaudible 00:13:33] Okay. I'm not from a union environment. That's why I was asking.

[Employee Name]: I just said, that's how they separate, you know, you're either management or you're an hourly, union employee, which is ... I mean we all put our pants on the same way, but it's just who makes the big decisions. That's all.

Derrick Campbell: Let me ask you another question. Describe an incident in which differences in culture had an impact on developing positive workplace relationships. When I talk about culture, I'm talking about gender, ethnicity, nationality, those types of categories.

[Employee Name]: Not like, say, somebody coming from another plant? Would that be like a culture?

Derrick Campbell: If that's the example you want to use.

[Employee Name]: When we have guys come in from other plants or, I would say, other cultures, they would have different ideas on how to do stuff. It's kind of nice because then you can learn what they've learned at their plants, and then you put that ... And then they'll learn stuff from you, so it works back and forth. I don't know if that's what your [crosstalk 00:14:43]

Derrick Campbell: How do people receive that? People coming [crosstalk 00:14:47]

[Employee Name]: It's actually pretty good. The new guy, the new electrician, just started, Jim. He found out I was applying for the maintenance manager job. I train all the electricians, basically, when they come in. Most of them have a good head start, so I'll show them the whole plant. I want them to learn everything they can, because the more they learn, the less I have to do. I don't have to cover shifts no more. It's kind of self-serving.

He said to me, "You know, I only worked here for a week," and he says, "I wouldn't mind working for you." In other words, "If you became the boss." I said, "That was pretty nice." [crosstalk 00:15:22] never met before. When you get the different people, then you see how they react to you. You know, you think you're doing a good job yourself, because it makes you feel good that way.

Derrick Campbell: He's a person who, kind of like, reports to you?

[Employee Name]: No.

Derrick Campbell: You said you trained him.

[Employee Name]: Yeah, but only to show him the plant.

Derrick Campbell: It sounds like, to me, he used a process to develop a positive relationship with you?

[Employee Name]: Right.

Derrick Campbell: How'd that make you feel?

[Employee Name]: Good. Very good. Yeah.

Derrick Campbell: Do you think that should become part of the culture here?

[Employee Name]: Yeah. I would think so. I think that's a good thing. Like I said, I'm trying to help him out, and he feels bad because there's some things that he doesn't know, from where he came from. Like I said, different culture, if you want to call it that. I'm showing him, and so he's learning too. He feels good that I'm showing ... I've been to ... I had four different bigger plants before here.

Sometimes you get people who don't want to show you anything because then you're taking their job away or something like that. I'm the opposite. Anything I can show you, I will. Hey, I want you to stay here. I don't want you to leave, because then I'm back doing my [Employee Occupation] job and then covering shifts, which makes my job a lot harder, so it's a good thing.

Derrick Campbell: Let me ask you a few more questions. How do you verbally communicate with other employees?

[Employee Name]: As far as ... ?

Derrick Campbell: Talk ...

[Employee Name]: I kid around a lot. You know what I mean? Even with production employees, every morning I'll see [Employee Name] or [Employee Name] on the deck, and I'll be [inaudible 00:17:16] I'll be like, "Marion!" like [Bill 00:17:18]. We do that kind of ... It's early in the morning, just to wake everybody up. I'll yell, "[Employee Name]," and they'll [inaudible 00:17:27] and then I'll say, "Good morning everybody."

Derrick Campbell: How do you nonverbally communicate with other employees?

[Employee Name]: Emails?

Derrick Campbell: Emails, okay. That's ...

[Employee Name]: Texting.

Derrick Campbell: Texting, that doesn't require any talking. That also means that you have to have a certain type of relationship with them. Everybody doesn't give up their cellphone.

[Employee Name]: All the maintenance guys do.

Derrick Campbell: All the maintenance guys do?

[Employee Name]: Yeah. We have all of our cellphone numbers. This way, if anybody ever has a problem, they either call me or I'll call them or whatever. We're a pretty tight knit group. You know what I mean?

Derrick Campbell: That's what it sounds like. So let me ask you one more question. Is there anything else you want to add to this interview?

[Employee Name]: No. I think it's good what you guys are doing. It's good that we're trying to bring everybody closer together, which is the grand thing. I think it's a good thing.

Derrick Campbell: Why is that a good thing?

[Employee Name]: It's like when I had my interview for the maintenance manager job. Sheila had asked me a lot of questions. The one question was, what would you do in a certain situation? I would answer that, and then I had a question for them, for [Employee Name] and the rest of them, and I said, "If I could get the maintenance manager job, I would like to have, if there's any problems with the maintenance employees, the mechanics or anything, I would like them to come to me for that problem. They said they were trying to get away from that.

I was like, "I don't understand." I said, "Basically, a lot of the maintenance guys have problems with productions supervisors trying to tell them how to do their job, and they don't know anything about the equipment. [crosstalk 00:19:15] 'Why can't you get it done faster?'" I said, "that kind of stuff, if you have a problem with an employee ... " We've had a couple employees where they've got fired or where it got heated. I said, "I would just like to try to reduce the ... " I don't know what you want to call it, the anger between them, or animosity, whatever you want to call it. I don't know if it's the right word.

If there wasn't a supervisor ... Basically have the ... Maintenance guys would be going to the supervisors, or vice-versa, but sometimes we don't have a supervisor there. What happens is, when the maintenance

supervisor calls out, or something, and there's nobody there, then they have nobody, no supervision, to back them up so they'll have production supervisors go in there, and they'll start barking orders.

I said, "If it ever comes to that point ... " Which, I said, "Before you want to reprimand a maintenance person or vice-versa, whatever, you would contact me. If I was the maintenance manager at the time, you would contact me and this way I could prevent anything from happening." They said, "Well, no, we want to get rid of that." I'm like, "I don't understand why you want to get rid of that." "Because," He goes, "any supervisor should be able to tell any ... "

I said, "As far as disciplinary actions, if you're out in the parking lot drinking or something, yeah. Okay, yeah, fire them for that. Whatever you want to do, but as far as when it comes down to the work that the maintenance men are doing, and you don't know what they're doing, how can you tell the maintenance man, 'You're going too slow,' or, 'Can't you speed this up?' That makes the maintenance men not happy."

Derrick Campbell: One of the things that I'm beginning to discover, and I'm going to ask you this question. Would you agree that in some of the processes that require the machines, and that's probably every process, that some of the operations supervisors may have a certain level of expertise?

[Employee Name]: Of knowing how the machinery runs?

Derrick Campbell: Mm-hmm (affirmative)

[Employee Name]: What it's supposed to do? Sure. That's a good thing for mechanics too, because the operators know how to run it, but then you get some supervision that go right from, say, going from the grinding room, from [inaudible 00:21:31], to now they're boss of everything, where they never ran these other machines. They don't know how they run.

Derrick Campbell: They would be an expert in the grinding room?

[Employee Name]: Exactly, but they're not expert in all places. We get some supervision that think they're expert everywhere. That makes things a little bit difficult for some of the guys, especially when they look at them like they have three heads and like, "What in the hell are you talking about?"

Derrick Campbell: I'm just trying to figure out why ... I can understand why it can be problematic, but I guess what would be the real solution to that kind of problem?

[Employee Name]: Like I said, the solution to that problem would be either just have the

maintenance department report to their supervisor. If there's not a supervisor there, then the maintenance manager should step in.

Derrick Campbell: I just want to be clear, you don't think that a production supervisor should have any authority over a maintenance personnel?

[Employee Name]: No.

Derrick Campbell: I just want to be clear.

[Employee Name]: It all depends. Depends on if it's a job they're working. If a production supervisor needs a piece of equipment fixed and they want them out there, yeah, then they have the authority to say, "Hey, I need this fixed. Come over here." Now, if the production supervisor has a problem with the way the man is fixing it, that's a problem. These guys been in the business, some of them, 40 years, and with old school guys and then you got, maybe, some younger kid who just became the supervisor trying to tell him how to do his job, there's going to be a conflict of interests. I can already tell you that.

Derrick Campbell: It was just interesting, because one of the things that came across today was that some of the production supervisors have actually fixed some of the machines. I was like, I see two levels of expertise.

[Employee Name]: See now ...

Derrick Campbell: Let me finish. Let's say, for example, if I've ... You gave the example of the grinding room. If I've been in the grinding room for ten years, and I've watched, say you, come in, I don't know how many times, and fix this one machine that I've been working on. If the machine is down, I'm going to stand there and watch, because I'm going to go back to work.

[Employee Name]: Sure. They all do that. That's fine.

Derrick Campbell: Now, just from observation, I'm wondering if a lot of them are developing, or feel like they're developing, this level of expertise that could be going unnoticed. Do you understand what I'm saying?

[Employee Name]: Sure, I understand what you're saying. That's great and all, but I'm trying to think of a way where, you know, nobody likes anybody to tell them how to do their job. Basically, that's what it comes down to. I'll listen to anybody. I'll stop everything. If you have some way you think I could fix this better, I'm all ears. There's a lot of guys that aren't that way. For me, I'm always a person ... I just listen. That's just my nature. I don't mind stopping and saying, "Hey, all right I'll try that. Grinds do that." If it works, high five them. We're good.

Like I said, but not everybody has the personality I have. As I said, I get along, pretty [inaudible 00:25:12] with everybody. That's just my nature. The problem is you have some guys who are just stubborn, and it's on both sides, in production and ... All three sides, if you want to call it that, production, maintenance, and supervision.

I don't [inaudible 00:25:30] is a way to fix that. If the supervisor was there and knows something that maybe the mechanic should do, I think it would be a good idea for that supervisor to go to that maintenance supervisor, who's probably there, because if that lines down so long, the maintenance supervisor is there. All maintenance supervisors, our four maintenance supervisors, we have two new guys. There's probably production supervisors that know more than our maintenance supervisor right now. I think a good thing would do, would be to get your production supervisor, pull the maintenance supervisor, tell him, and then have the maintenance supervisor tell the guys, and there'd be no problems.

Derrick Campbell: Now you're talking about chain of command.

[Employee Name]: There you go.

Derrick Campbell: I just really want to be clear. Just one more thing. Is there anything else that you would like to add to this interview?

[Employee Name]: No. I'm good.

Derrick Campbell: Okay.

[Employee Name]: That was just the one thing about the guys. That's the only problem where I see where there's, kind of like, resistance.

Derrick Campbell: Resistance.

[Employee Name]: That's a good word, right?

Derrick Campbell: Okay. All right, I'm going to stop the interview.

**Employee B**

[Employee Name]: I certainly want to help, and I certainly want to be part of this positive program that we're putting in place.

Speaker 2: I got to ask you an important question.

[Employee Name]: Yes, sir.

Speaker 2: I'm sitting here with [Employee Name]. [Employee Name], I wanted to know, is it okay to record you?

[Employee Name]: Yes. It is.

Speaker 2: What are some of the recommendations that you have for improving workplace relationships?

[Employee Name]: The recommendations for improving work, we boast about working about teamwork all the time. It doesn't happen passed those words. Probably because, I'm going to sum this up. We make pet food for a living here. The emergency rooms and operating rooms in hospitals and triage units are more lighthearted than we are here. We take things way too serious. If you've ever seen in shows, in movies and whatnot and people are laughing and joking around, and they save lives. We make pet food. I'm not saying that that's not important. We should be having fun in doing this.

Although it's a business, but with a very simple concept where we take scrap products and we make a sell-able product. Everyone is well versed in their jobs. There's hundreds and hundreds of years of talent on that floor. Somewhere along the line I can't place my finger on it, we lose that translation. I think it's everyone's goal to have people work together. I think in order for people to work together, they should know what the other departments, what they actually do for a living. I think the maintenance people should know the adversities that the operations people are faced with. The operations people should what know the maintenance department adversities, what they're faced with.

Speaker 2: Are you implying that most of the problems or challenges are between maintenance and production?

[Employee Name]: Those are the only two entities in the facility. It should be one, but there are different departments. It's basically, it's the maintenance department and it's the operations group. The operations group run the floor. The maintenance department is just a service organization. We serve, we work for the operations group, we should be there to support them. On the other hand, the operations group should be there to support maintenance also.

Speaker 2: How would operations better support maintenance?

[Employee Name]: Very, very, very simple, communications.

Speaker 2: [Employee Name], I need for you to elaborate on that.

[Employee Name]: Of course.

Speaker 2: Because me and you are communicating right now.

[Employee Name]: Absolutely.

Speaker 2: Is this the same format that exist on the floor?

[Employee Name]: Is there's a one on one. Everyone is busy all the time. It's the nature of our business, we're fast paced. It's very simple, we've spent thousands of dollars on two way radios. That way, if you're not within site, if you're off the floor for any reason, then you could communicate with the person that you need. A lot of times no one is coming with a radio, so you're left trying to make a decision. Here we have a problem in an area, we have something going on and you can't get a hold of a supervisor. It's been better since we put superintendents in place. Superintendents are overseeing a bigger picture sometimes.

The supervisors that are on the floor, that are at floor level, sometimes are not available to talk with. I personally approached a couple of people, "Where is your radio?" It's just a simple question. I can't find it, I don't have a microphone. It's a tool. It's a tool, so ask for a replacement. Let's get it replaced, let's get it fixed. It's a tool that you've been given to communicate with the rest of the people. In an emergency situation and someone needs their help, if you don't have that, if you don't have that piece of communication, you're going to miss the boat. You're liable for it, you are ... I would want to know everything that's going on, on that floor. If I have to sign my name off on it.

Speaker 2: Now, you say sign your name.

[Employee Name]: In other words, if I'm running that floor and I'm suppose to oversee that operation, I want to know everything that's going on about it. Because someone may question me. I have to answer for the actions on the time that I was in charge of that floor.

Speaker 2: What I really hear is you're talking about a difference in power relationships? Is that what I hear?

[Employee Name]: No. Define that please, the power relationships.

Speaker 2: Well, because I think one of the things that I've been listening to is that there's this complication between maintenance and productions. Some people in maintenance feel like they shouldn't report or they shouldn't have that type of communication with production and some of them do. That's why ...

[Employee Name]: That's not what I said.

Speaker 2: That's why I'm bringing it out.

[Employee Name]: That's what you're saying.

Speaker 2: Okay.

[Employee Name]: That's not what I was saying.

Speaker 2: Okay.

[Employee Name]: I have a maintenance mechanic who's out on the floor, a problem on the floor. He's trying to call for an operations supervisor. He's trying to look for some type of person to say, "I have a potential problem. When is your next available time that I could work on it?"

Speaker 2: Would that require stopping production?

[Employee Name]: If it's severe enough. We have a potential problem that could, that I might require 20 minutes to fix. If you are running within the next half hour, if you stop I might be able to fix it. If we don't take care of it, they'll be potential for longer down-times at that point.

Speaker 2: Has that ever happened before?

[Employee Name]: Absolutely. You could have a bearing that's going bad. I could take 20 minutes to fix it. If I don't fix it within the next hour, we could be down up to two hours. If it gets worse.

Speaker 2: How do they know you respond to something like that?

[Employee Name]: It would be discussed, typically there will be a second opinion. There will be a supervisor, an operations supervisor, we talk to a maintenance supervisor and say, "Is that really the case? Let's run out the batches that we have hot, that way we don't lose that product. Then we will give you the time to do it." That's a very good scenario there. That's people working together, that's people communicating that.

Speaker 2: I think you also said that that's something that the ...

[Employee Name]: There are some other people that from the maintenance end and from an operations end, no we just need to run. What I've done in the past, me personally, I will shut you down and I will answer for it. Because that's the right thing to do. That's me, that's why I've been here for as long as I've been here. If I deem it where we will do more damage and more harm to the equipment, and of course safety is always out major concern here. If it was safety related, no questions asked, we shut it off. Because at the end of the day, we just need everyone to go home with the same fingers and toes that they came in with.

Speaker 2: How do you think people in production respond to that?

[Employee Name]: Just the every day, hourly people?

Speaker 2: I mean, anyone.

[Employee Name]: Or just anyone?

Speaker 2: Yeah, anybody.

[Employee Name]: If people are being held accountable for producing numbers, it would have a negative effect. If people are, some operators, if we shut a piece of equipment down, it's break time for them, so they're happy. Some operators who have, who've been here for quite some time, and they put their heart and soul into that. There's some operators who respect that. Because we're doing the right thing. Because we're protecting our assets.

Speaker 2: It sounds like maintenance really has a very hard job to do.

[Employee Name]: I think everyone has got a hard job to do. It's a hard decision. Because at the end of the day, when our operations people starts looking at down time, I think there's one step behind it, there's one step behind that. When I did a bearing fail in the beginning, are these folks not doing any PMs? Are these people not doing what you're suppose to be doing? Is the maintenance department not maintaining the equipment. That's always a question.

Speaker 2: How does that question make you feel when you're confronted with it?

[Employee Name]: It's a little frustrating. I plan all the work. I know that the hard work and the amount of hours that go in to doing, for the guys doing that on the down time, on the weekends. I know the amount of work orders and the amount of hours that the guys put in. We run reports all the time for labor reports and labor grass based on work orders. There's so many man-hours in a month, and there's some guys who are within, if they're scheduled for 160 hours

available, 160 hours those guys will show up with 48 hours for that month. You have to look at that. I know that guys that are working. Mainly they didn't record all their time on the work orders. Some of those numbers are real. There are slackers out there. That's where we try to pick up the pace a little bit for them and we coach those employees.

Speaker 2: Let me ask you this question, because I like where this is going. You have people that report to you?

[Employee Name]: Yes.

Speaker 2: How do you develop a positive relationship with them?

[Employee Name]: Positive. How do I develop, if I had a person not performing as well as others, I would pull him off to the ... We just pull them off to the side and say, "Hey, I've noticed that you're not performing as well as others. You didn't meet the expectations for the day, you're here for 12 hours. I've only seen two hours worth of work. Is everything okay?" I'm not a big advocate of getting involved in people's personal lives, but it has a direct effect on their work habits also. I don't mean to ...

Speaker 2: Sorry.

[Employee Name]: That's okay. I don't mean to delve into your personal lives, I don't want to. There are some cases, there has to be a little positive reinforcement there also. You're not telling me what to do.

Speaker 2: They report to you, right?

[Employee Name]: Yeah.

Speaker 2: Who would you consider in the company to be your peers? People that are equal with you. I mean by position, not by names.

[Employee Name]: My position?

Speaker 2: Mm-hmm (affirmative)

[Employee Name]: Currently, as we speak today? Are the managers.

Speaker 2: Are the managers.

[Employee Name]: Yes. I'm [Employee Occupation] right now.

Speaker 2: Okay, that's excellent. Because you moved into a different level.

- [Employee Name]: Yes.
- Speaker 2: How did you go about establishing positive relationships with them?
- [Employee Name]: I will sit down and have a one on one conversations. The operations manager, we meet every day. We speak of down time and whatnot. We speak of things that's happened over the past 24 hours, the past day. We try to problem solve and we both admitted that we have problems in our areas. There's no finger pointing. I have agreed to fix problems in my areas and he agrees to fix problems in his areas. There's hype really there. We're not saying, "Well, this happened because maintenance did this. This happened because operations did that." No, we both acknowledge that we have problems and there's room for improvement there.
- Speaker 2: You see the production supervisor as your peer?
- [Employee Name]: Yeah.
- Speaker 2: Do you believe that maintenance and production supervisors see each other as peers?
- [Employee Name]: No. I've expressed this to as high as our director of operations here. I expressed this to our corporate people here also. I see everyone as an individual. Whether you're a manager, I've expressed this to our HR manager. It doesn't matter what your title is. Titles to me mean nothing.
- Speaker 2: Why?
- [Employee Name]: From every person who just started, who's hired at the beginning of this past week, to the people who've been here for numerous years, everyone has a job to do. That's their areas of responsibility. Whether you meat in the grinding room, you're responsible of the count, how many blocks, and it's precise. To the people who count money at the end of the day, who manage departments. To me, a title means nothing without input from everyone, without people doing what they're suppose to do, we'll be out of business.
- Speaker 2: One of the things that we do know is that, without certain type of interaction between production and maintenance supervisors, we would be out of business.
- [Employee Name]: Yes.
- Speaker 2: What would you recommend?
- [Employee Name]: We have a morning meeting, every morning at 9:30. I've seen a lot of scenarios where we've had sit downs with all these, the whole supervisory

staff. We've done these drills before. Under numerous operation managers, under numerous managers here. It's just something that has to be instilled, it has to be, it can't be just talked about, you have to live this. It's something that you have to live. I don't know the best way to say this. I don't know how to say it. As the ABC Company culture that was brought in here, it's changed my ways, the way I think. We speak of a no fear environment.

That you have to have a no fear environment where you have to bring things forward, but there still has to be structure and there still has to be repercussions for bad actions. We started this truck, in the beginning of a no fear environment, and we're way off to one side. We know who's being reprimanded. Then we reel that back in and then everyone is being reprimanded and there has to be a happy meeting in there. No fear environment is you bring things forward, whether it's good, bad or indifferent.

It's good to bring problems to light, from the operations standpoint, from a production standpoint, from a maintenance standpoint and you take it, you correct it, you learn from it and you move. If there's repercussions, that things that are grossly mishandled or not repaired or issues that weren't taken place, that's where the reprimand comes in. I have a good reputation with operators on the floor. I came from within, as a mechanic, as electrician as a supervisor. I spent a lot of time out on the floor. I have operators who come up to me ...

Speaker 2: Sorry. Let me do it this way. I'm listening.

[Employee Name]: That's okay. I have operators come up to me and say, "I have a problem with this, it's almost two weeks now it's been a problem." "Who did you tell?" "Well, I've told my supervisor, I've told the maintenance guy." "Well, let's get it fixed." Why isn't that, if you've already told your supervisor. This is where the structure part comes in, if people reporting, there are operations people who have supervisors there. They report to their supervisors. If you tell a supervisor, they should be bringing it into light, and not just blowing them off or making a note for follow up.

If they told mechanics, a mechanic did nothing about it, and I find out about it, the first goal is to get it fixed. I'll confront that mechanic or that entity, whether it's in the processing area and so on, "Hey, did we know about this? How come we didn't do anything about it." It's a potential, it's a potential problem that could escalate. Not only from equipment and reliability, but then there's distrust between employees there. I've told you and you didn't help me. A typical example an operator says, "I think I hear a noise inside this machine and it could be this.

I'm hearing it from this area." "I don't hear anything, just keep running." The following week, that piece of equipment goes down for what started

something that could've been a minor fix. Now here's the mechanic who goes on with a piece of equipment and say, "Hey, I need to get in there, could you wash the floor for me. Because now I'll have to work for this area, could you wash this area." They just do a mediocre substandard job, "Hey, I washed it." You know, people working together at that point. There's animosities there. Are folks her to be, they work 12 hour shifts. I'm not saying you have to work as a dog, like a god for 12 hours. There's ways that I think people can work better together without ill words.

Speaker 2: Ill words.

[Employee Name]: Ill words.

Speaker 2: You've heard Ill words before?

[Employee Name]: Yeah.

Speaker 2: What are some of those Ill words.

[Employee Name]: I highly respect the ABC Company organization and what we stand for. Putting people first, respect for others. Behind the scenes, it's street talk. It is. Behind closed doors, one on one, it's still street talk. I visited our Arkansas plant and I thought, "I need to keep the street talk, I need to keep that Pennsauken, New Jersey talk in Pennsauken and I went to Arkansas. While I was there, trying to be prim and proper and the you get to the floor level with the other mechanics and the other folks that are there and they're the same as us. They share the same frustrations, all it is, is just a different state. I'm sure that I have no doubt that behind closed doors ...

Speaker 2: Just a minute please.

[Employee Name]: Behind closed doors, even at a manager's level that things like this take place also. I know that. When you're a mixed company, it's usually to do things proper. You need to be, act as a professional.

Speaker 2: Let me ask you one final question.

[Employee Name]: Yes.

Speaker 2: Is there anything that you would want to add to this interview? Anything in particular?

[Employee Name]: Well, the theme of this is, the whole theme of this whole interview process and this program is putting people first.

Speaker 2: That's right.

[Employee Name]: It's putting people first.

Speaker 2: Just a minute please.

[Employee Name]: I think we need to do a better job in respecting each other out on the floor. I think we need to do a better job in communicating with each other and supporting each other. I think those are key items. It's going to bring the frustration levels down.

Speaker 2: Thank you, I appreciate you coming. Let me just stop the recording.

**Employee C**

- Interviewer: Excuse me, Mister, the first thing I need to ask you. Is it okay for me to record your voice?
- Interviewee: Sure. My voice, recording wise is kind of squeaky, but you know.
- Interviewer: We'll get through that one. The first question is, describe an incident that resulted in a workplace disruption between employees.
- Interviewee: There's any number of those, obviously. When we decide to make changes in the plant and ... A perfect example is when the decision came to shrink the shifts - come back down from a four-day operation down to a ... Go back. From a four-shift operation to a three-shift operation five days a week. There was a lot of consternation with that. Don't forget we're talking about twenty-six people who are going to technically lose their spot. A whole shift of people were going to go away. That conversation starts, and people get very upset. And not only that, there is a disruption in their family life after working almost a year and a half, of working in a A,B,C,D shift where they had three and a half days off. They had to start again with children, child-care, schools and things like that. It was very disruptive to their personal life which boiled over into the workplace.
- Interviewer: Did you ever notice any confrontations between two employees?
- Interviewee: Between two employees here in the building? I know of confrontations that have occurred, but I have not participated in one per se.
- Interviewer: Wow. Okay.
- Interviewee: No one has come to me and argued with me. If you want to talk about ... There's a woman here who works as a label inspector and when I would come back at night sometimes - she was working the night-shift at one time - so I would go see people at night and leave the office open. She came back to the office and said that she just wanted to make sure that I knew that I was the worst plant manager that was ever, ever in this building.
- Interviewer: Really?
- Interviewee: Yes.
- Interviewer: How did that make you feel when she said that?
- Interviewee: Well, it took me back because one of the things ... Well the statement

was, "All you want to do is change, change, change, change, change." That was exactly how she said it. I said, "You know what? I was actually brought here to affect change." She said, "Back in the days, there were other people who ran this place so much better than you, and back when menu, and this was so much better. You people just come and go and muddy up everything. I'll see you go too."

Interviewer: So that person would be someone we could say was a little challenging.

Interviewee: That's a challenging person, yes.

Interviewer: What would you recommend in regards to developing a positive relationship with her?

Interviewee: Actually, I thought the fact that my coming in and trying to mingle with the folks in the off-shifts where that did not ... I don't think that happened much or at all previously, was a good thing. I thought I was doing a good thing. What it did do, as much as I disliked hearing that statement, it kind of set the tone for what people were thinking. So in that respect it was more of an eye-opener than I expected it to be. You have to be thankful that the person was very truthful in making that statement. Did that bother me? Yeah it bothered me. I thought that I was trying to affect a positive change by being in front of everyone, making sure that they know that the door was always open. We all like to say we have an open-door policy, but that's fairly typical. There's always that caveat. Certainly I thought I was doing the right thing, and I got an earful.

Interviewer: One of the things you just said, and it's very important - You said you come in and mingle with people. What does that look like?

Interviewee: For me, the fact that he could watch me everyday here. The first thing I do in the morning is I'll get in, I'll get dressed and go out on the plant floor; and I'll shake hands, and say at least said good-morning to everybody on that floor.

Interviewer: How do you think they respond to you?

Interviewee: I know that when I took the [Employee Occupation] and that became harder to do, everybody came to me and said how much they miss it. They said, "We don't see you on the floor like we used to." I said, "You know what? You're right, and I'm sorry." Sometimes there's so many ... Again, we have guest - if my boss is around or other people from corporate are here that will stop that.

Interviewer: You don't have peers?

- Interviewee: I do.
- Interviewer: In here?
- Interviewee: Not in here. The people who I see as peers are the other [employee Occupation] in the organization. That's [Employee Name] and [Employee Name]. [Employee Name] runs the [Employment Location], and [Employee Name] runs the [Employee Location]
- Interviewer: But you really don't have an opportunity to interact with them?
- Interviewee: Only very rarely. Again, I've only been to [Employee Location] once. I have never been [Employee Location]. However, there's a lot of interaction based on the way [Employee Name] runs this business. [Employee Name] is obviously my boss, he's [Employee Location]. He wants to maintain a consistency, an alignment, and a transparency between all three plants. So in that respect I'm engaged at least one ... call a week for different reasons where we talk as a group to make sure that we're all aligned as a company. So what people hear in [Employee Location] they hear in [Employee Location], and what they hear in [Employee Location] they hear in [Employee Location]. In terms of day-to-day interaction, that's really not something ...
- Interviewer: Let's talk about the people who report to you. Because everybody reports to [Employee Name].
- Interviewee: Well, yeah. There's a hierarchy of that, but typically everybody does, yes.
- Interviewer: What would be your expectations for how the reporting relationships should interact. In other words, you have a supervisor and then you have a person that's reporting to that supervisor. What would look like, feel like, the appropriate type of interactions between those two people?
- Interviewee: Between a supervisor and a wage person?
- Interviewer: Yes.
- Interviewee: First of all, my expectation of every supervisor is a professional. With that, that means, generally speaking they'll do something which I have learned across the years - and I've talked to supervisors about this - when people come and they want to have these conversations, you need to listen to them. Let them speak first. Don't interrupt them. Let them get everything they want to say, let them get it out. One of the reasons - and you don't want to do that because as soon as you interrupt them then you're telling them that their value is less.

When you do that and everybody gets a chance to say that - and that may be hurtful, you may hear some things you don't want to hear or if something comes back to you, that you think you're headed in the right direction and you find out that it's not. You got to listen to that, then you've got to step back and interpret it. For me, I typically would expect that the supervisor would then give it back. Is this what you're saying? And give that information back. And if it's not, then you get into that piece of it as to what is what.

Interviewer: Do you see them using that model?

Interviewee: I see some do and some do not. Typically, those who are here longer have had a different mentality and they've been under a lot of different managers. What made them managers - some of them are older and they've been through that authoritarian school of management where you do what I say because I say. I'm not having that interaction. I want it done and you do it right now or that'll be that. But I believe that the newer supervisors that have come in, people who I have taken typically out of the wage-ranks and put them in supervisory roles, we go through that learning process that talks about how to engage your folks on the floor.

Interviewer: Okay. Let's move the conversation up to the next level. What would be your expectation for how the supervisors need to interact, and I'm going to be very specific because of your position. The maintenance and the production supervisors.

Interviewee: First of all, I think there are certain people, there are filters in between. For instance, maintenance supervisors and maintenance supervisors need to talk to ... I would ask my operations supervisors specifically to talk to [Employee Name] first. That's because I'm a chain-of-command individual. His job is to interpret that or to understand that and to give those folks exactly what they need to do the job they're supposed to. If that doesn't happen, [Employee Name] should initiate that up to myself, then take it from there.

What I'd like to make sure that we do, we follow that chain-of-command and make sure that every avenue has been exhausted at that level because that creates respect and understanding at that level. That's the first line person to talk to. Then consequently it creates and builds trust, and that's the thing I think we need most here.

If you'll talk to [Employee Name], and he may or may not say that, I trust that man emphatically. We are very transparent. I use that word a lot, but I think that it's not because [Employee Name] is like me or he

acts like me, or I think he's going to be better than me. It's because he has demonstrated that he's a solid person, a good manager, and he's willing to learn. With that, being in a role like he has right now, and even larger later, it is constant learning. I often refer to myself as a "tweener." I came out of the authoritarian school of management and if I continued to manage like that I would be failing today. I would be absolute failure. It doesn't work, it just doesn't make it.

Understanding that, and that was a hard pill for me to swallow. Saying that I have to evolve to that and learn that. Again, it's much harder. You become more engaged with people - which actually paid out in benefits - I'm a big fan of transformational coaching where you then understand what the person you're talking to, what their goals are and what they see, what they envision for themselves and why they're doing the things they do. It puts a perspective of the relationship between two people, as opposed to a boss or an employee. In that respect ... But for myself, supervisors can come to me. If they say, "I talked to [Employee Name] and [Employee Name] not..." I stop that conversation right there until I talk with Gregory. Same thing when [Employee Name] was there. Maintenance people came to me and said the same thing. The first thing out of my mouth was, "Have you talked to [Employee Name]?" If they say, "Yes and I'm not getting answers." Then I have that ... Let me have that conversation with [Employee Name] and get that low-down and then I'll be back to you.

The problem is for me, that the getting back to you can sometimes can be more protracted than the individual wants. Everybody seems to think that their problem is immediate and needs an immediate answer. That always can't be provided. Understanding how that works has been, not problematic, but more of a trial for me.

Interviewer: [crosstalk 00:11:16] One of the things I heard you talk specifically about the chain of command. Let's say processing belt goes down, and we call a maintenance supervisor employee in and - you've been calling them operations, not production, but you call them operations - if there's problem between those two at that time-

Interviewee: Well I'll get into that next-

Interviewer: Are you recommending that they use the chain of command then ...

Interviewee: Yes. Absolutely.

Interviewer: Or they try to solve it themselves?

Interviewee: If it gets to the point where it's unresolved between the two, it's already

heading in that direction, yes. That's my assumption. If it gets to me, then everything in between has failed.

Interviewer: Would it be correct if I said that many of them don't use chain of command?

Interviewee: What I have a problem with is they will hide those situations. One of the things I always tell everybody is that the mantra around here should be "No surprises." If there's a major breakdown and things are going on and things are going bad, I better not find out about it two hours later, five hours later, the next day. Because that's there. That was typical here. Nobody would say anything. They would bury it. Even to the point there was a ...

For instance, in finished goods there was a place called "Plant One", and it was known as a place where supervisors hid their product that they made bad. They put it in "Plant One," it didn't go on hold, although it should've been or it should've been destroyed. They put it there and counted it as good product until you came and finally went to get it, and it was really bad. This is how they actually built a place to hide their mistakes within the structure of the business. Now there is no "Plant One" anymore. It was a hard lesson for them to learn. Everybody makes mistakes, hiding your mistakes is what gets you fired. Owning up to them - I may not like it and we may have to make some changes around it, which I have done - that won't get you fired.

Interviewer: Okay. We did digress just a little bit. Let's talk about cultural differences. Do you see that when it comes to developing positive relationships, does culture have an impact? And when I speak about culture, we're talking about gender, we're talking about ethnicity, we're talking about nationality.

Interviewee: That's interesting, you know? Here in the plant, I can control some of that. What I can't control is what people continue to have as their perceptions outside of it, and trying to make sure that doesn't happen can be tough.

I have been in conversations where a Hispanic supervisor was talking to an African American employee who then went to HR who said, "He doesn't like me because I'm black." I've been through that. I've been through that here on several ... I had it the other way around where the Hispanic person doesn't like talking to the Anglo, or something along those lines. They want to talk only to another Spanish person. These kind of things.

What's problematic, and I say this and this is a digression, and I've

actually had this conversation with [Employee Name]. For instance, the current election has allowed all the closet bigots to come back out. I think there's actually a current of that running through every community. Which is why we see what we're seeing. That's just a perception of mine, but you know?

Interviewer: [crosstalk 00:15:04] You think it's running through here as well?

Interviewee: I think it's a struggle to make sure that doesn't happen here. Make sure we stay cognizant of those things.

Interviewer: Okay. Very good. You've already kind of said this, but I just want to make it official. How do you verbally communicate with other employees?

Interviewee: Like I said, I'll generally ask for what the issue is or what they need to talk about. I like to get that and make sure I'm hearing what they're saying, so I like to give it back. For me to give a response to that, I've been known in a number of plants - I'm a story teller. I've got a lot of experience, and I have different things that have happened in my career that I use to relate to people. To tell them, "Let me tell you a story about ... this is a huge mistake I made. Let me tell you what happened. This is the things you can see." Or something along those lines with the idea that I can be Aesop I guess. Use my "Tortoise and the Hare" type conversations that take me out of the mix per se but demonstrates my experience to give to them.

That's generally how I'll communicate if I need to instruct them or show them or teach them a lesson about what I would do and what I've done in the past. I've made some terrible mistakes and I often laugh at, for instance, my understanding to everybody is that the plant will have problems, and we all understand that and we all have to deal with that. But don't do nothing. Do something. Take the best information you have, make the best decision you can make, and move forward. The person who makes no mistakes is the person who isn't doing their job.

The other side of that is understand and learn from the mistakes that you make. I tell them the story that when I was in the soup business, I was at Progresso and the most expensive soup we made was Manhattan clam chowder. The cooker that was processing it, making it commercially sterile, broke down. So we waited for guys to fix it, waited for guys to fix it. And there, the mandate time in soup is four hours. You can hold a kettle of soup for four hours before it has to go down the - before it becomes garbage. So they're working on it and working on it. Somebody says, "We're two hours into this. What are we going to do?" I said, "How far away are you?" And I'm listening to people say, "Well, maybe in the

next thirty minutes." I'm thinking, "All right, we can run that out." Anyway, that didn't happen. So I threw six kettles of the most expensive soup away. A kettle there was eight thousand pounds on that . So I threw forty-eight thousand pounds of soup away.

What I should have done was stop the chicken noodle, cheap soup, changed the process, run the Manhattan through that. But I waited and made a bad decision.

The next day I did not get in the building. When the general manager's secretary, who's standing at the door, "You need to go to [Employee Name] office right now." With that I said, "You know what? I'm in trouble about last night obviously." So I went in and he sat down, "What the hell we're thinking?" [inaudible 00:18:17] I said, "You know what? I..." He said, "You know how expensive that soup is?" I was like, "No, I have no idea." "What do you mean you don't know?" "Well, I don't know. We're not privy to the costings of the soup." So anyway he said, "I'm here to tell you. You've been in this business a long time, and you've been around the block just like me. I don't ever, ever want to see that again. You understand?" I'm like, "Got it."

Rather than hunker-down and make a decision I just kind of let it linger and linger and linger and this is what happens. My boss was, he has all the reason to be upset at me because he knows I know better and I should have done something differently. That's the way I think about that. That's the end of my story with that. That's generally how ... if you ask ...

I can show you a cup I have downstairs. It was given to me. When I left I had responsibility to four other supervisors, they reported to me. What it is, a guy has a puppet on his hand, he's doing a little puppet show and he's got four kids. My name is up top, but not [Employee Name], there they called me "[Employee Name]" cause I was the man. And it has their names underneath it and underneath it says "raconteur." A raconteur is a storyteller. They always said, "You never really yelled at anybody, but you always had a story about something similar in your career to turn around and understand what was wrong. I'll show it to you before you get out of here today.

Interviewer: Let me ask you about two more questions. How do you non-verbally communicate?

Interviewee: I have a tendency - I wear my heart of my sleeve sometimes. I try not to. I always tell everybody that we want to think of our business as like the movie The Godfather when Tessio is born. I tell Michael I always like .  
[00:20:12] "Oh, it's just business." We're in a business and we do, we run a business and we shouldn't take it personal, but sometimes you do. With that, that's

very evident. You can read my face and see it. Also you can understand when I'm upset. I have a facial expression that everybody's afraid of.

Perfect example is [Employee Name]. You know she used to work - you knew [Employee Name]. Right?

Interviewer: No, I don't remember.

Interviewee: No? Yvonne was the [Employee Name] assistant.

Interviewer: Okay. I don't remember her.

Interviewee: [Employee Name] was making no headway with me on this particular project, and I was really angry at him. So he went and said, "Can you talk to [Dan-wyn 00:20:47] for me?" She came over and she say, "I need to talk to you about..." I said, "You know what?" I put that face on and said, "You want to start? I just went through this with your boss." She says, "You're making that face and talking that talk. You know I'm going to cry." And she started to cry right then and there. So when I'm upset it's very evident.

Interviewer: The last question would be, is there anything that you would want to add to this interview?

Interviewee: In terms of the overall broad-piece?

Interviewer: Anything.

Interviewee: One of the things that I would like to say is that this has got to be one of the best places that I've ever had the opportunity to work for. Now, don't get me wrong, when I came here in 2013 the picture was painted that it was a tough plant, that it needed a lot of help. And indeed it did. Yet[Employee Name] at that time said, "It'll be a lot of hard work, but it's going to be a lot of fun." Well, it was no fun. The first year was absolutely no fun whatsoever. I'm trying to figure out all the things and all the sins that were wrong. Trying to get people, even the management people, to rally around you with the idea that things were going to be different. They've heard that story so many times. It was very, very challenging.

But one of the things that happens - all you need to do is get one or two wins and that kernel will sprout and create something better. That's what's happened. I originally went out and recruited people outside of the plant, thinking that that talent was not here. Then had to go back and rethink that and find that the talent is here. That's why [Employee Name], that's why [Employee Name], [Employee Name] - these people

are all being promoted up out of the ranks. [Employee Name], have come up out of the ranks. We've gone back to the well and said, "What kind of talent do I need and will people be receptive to that change and help this place move forward?"

One of the things I also want to do, is I want to make sure that ... I always say that I'm not here for the long-haul, and I'm not, in a few years I want to retire. I want to create a line of succession, of people who want to stay here. One of the things you see typically today in modern managers is three to five years and they move on to bigger and better things. I want someone who will come through the ranks and come through this and see this as part of their own. I'm only here three years, yet somehow - not somehow, I see this as my plant. These are my folks. These are people who work for me, and I care for each and every one of them. I want to make sure that that stays that way. I want to make sure that they have a viable work process and a viable job that goes on and on.

A big thing was, we did the [true-view can 00:23:26]. The see-through can. Never was this plant ever viewed as being a plant that was looked at to do with new technology. But we are now.

I joke with everybody, "Yep, I did it all myself. I did it all myself," but I didn't. The team that's in place here, obviously [Employee Name], [Employee Name], [Employee Name], at one point it was [Employee Name], [Employee Name] - [Employee Name] These are people, management people around me, who have worked with me and have made this whole transition. I took a risk - I was sixty years old coming here - I remember talking to my wife about it. But I got to tell you, while the first year was incredibly difficult and I thought that maybe I was going to lose my job at one point, that given the opportunity, somebody else saw that kernel in me. [Employee Name], when that transition started to occur when John originally got sick, was saying maybe this is the guy. Let's see what he can do. They gave me that opportunity. I got to honestly say, when I do retire I'll see this as one of the high-points of my career.

Interviewer: Very good. I'm going to stop it there, and I'm going to thank you for coming by

***Employee D***

Speaker 1: [Employee Name], I want to thank you for coming, I do have to ask you one question before we get started. I need to know is it okay to record your voice?

Speaker 2: No problem.

Speaker 1: Thank you. So the first question is to describe an incident that resulted in a workplace disruption between employees.

Speaker 2: Okay, remember back. I remember one employee, two employees actually, Leehan, an employee that actually got into an argument.

Speaker 1: What was that argument about?

Speaker 2: Leehan had to tell the employee to do something, and I guess he refused to do it, and things got really out of hand. At that time we had another supervisor back there and he was just walking in, and everybody was like ... and the screaming and hollering that was going on, it was really bad. I really had to step in and separate those guys. What I did was grab one of the guys out of the way, the best thing to do is just remove them, and talk to them individually.

Speaker 1: How did that incident make you feel?

Speaker 2: Actually because the situation that it was, it made me feel uncomfortable for what was going on, because they did have a bleed, a cutting box on the hand. That right there is one of the things as a whole, the aggressiveness, that it was happening. I had to pull him up, separate them.

Speaker 1: How do you handle workplace disruptions between employees?

Speaker 2: Myself?

Speaker 1: Yeah, how do you personally handle them.

Speaker 2: First of all, you got to separate the individuals. One at a time, I bring them over, and talk to them. If it's something serious, zero tolerance, both of them have to go home.

Speaker 1: What kind of conclusions would you make about the workplace disruptions?

Speaker 2: For that particular one?

Speaker 1: Just in general.

- Speaker 2: Just in general? Actually, that kind of incidents and problems with the team, it doesn't go well. It's disrupts and riles everybody. It's got to be handled individually anyhow, but everybody sees. So people pick up from what's really happening, and everybody just starts talking and everything else.
- Speaker 1: So they start talking and stop working.
- Speaker 2: Exactly.
- Speaker 1: What would you recommend for employees to do to avoid workplace disruptions?
- Speaker 2: Actually what I recommend is having more group meetings with the team, team meetings, and address all the situations that could happen. Zero tolerance, just in the workplace. It's like a family, you spend more time, sometimes you spend more time here with them working together, so you have to treat each other with respect.
- Speaker 1: Is that the same recommendation that you would make for other employees?
- Speaker 2: For everybody yeah they should be.
- Speaker 1: Can you describe for me an incident, because you're a supervisor, so you have people that report to you?
- Speaker 2: Right.
- Speaker 1: You have peers, and then you have people that you report to. So let's start with the people that you report to. How do you develop positive workplace relationship with them?
- Speaker 2: To me, any incident that does happen or any situations that I might have, I have to be straightforward with them and let them find help. Let them help me out with what situation I need help with. If it comes to having incidents with any of my bosses, I don't recall. I've been here 21 years, I don't recall much else.
- Speaker 1: What about those who are your peers? Right now you're a supervisor so what about other supervisors? We could be talking about quality assurance, we could be talking about maintenance, how do you develop positive workplace relationships with them?
- Speaker 2: Help them out, talk to them, come straight forward. Try to develop a good relationship because we're all here for the same purpose.
- Speaker 1: So what is developing a good relationship, what does that look like?

- Speaker 2: To me it's treat everybody with respect.
- Speaker 1: What does that mean, treat them with respect?
- Speaker 2: With respect. Talk to them with a nice manner, don't go out and start cursing or coming out loud because it's loud out there but try to be nice. Pull them to the side, don't try to be loud in front of the other employees, that's what I'm saying. Treat them with respect. Treat situations to the side, talk to them. Then it will develop a better relationship that way.
- Speaker 1: What about the people who report to you?
- Speaker 2: The ones that report to me, treat them with respect. The same respect I give them, I expect the same respect back.
- Speaker 1: What conclusion would you make about developing those positive workplace relationships?
- Speaker 2: What I conclude is, like I said before, more training, more conversation with the teams.
- Speaker 1: Are you saying there's a need for more training?
- Speaker 2: Especially.
- Speaker 1: What type of training?
- Speaker 2: People training, otherwise, communication is the key thing. Treat people with respect. That basically is everything that's deals with communication, how to treat people in case situation have arrived where employees come and they get loud right away. Knowing what you tell them at the moment, at the heat of the moment, and talk to them, develop them. That kind of training. That everybody actually, not everybody but some people really need to come to them.
- Speaker 1: Could you describe for me an incident in which differences in culture had an impact on developing positive workplace relationships, and when I say culture we could be talking about gender, we could be talking about ethnicity, we could be talking about nationality.
- Speaker 2: Some that really happened here, a situation, years ago, I remember that. Same thing, same department, granted different personnel. Leehan labeled them.
- Speaker 1: Was it a difference in ethnicity?

- Speaker 2: Yes. You got to treat everybody, if Leehan is Leehan, then when you actually are in the position, it's the right hand of the supervisor, so if something has to be done, you tell them, but you have to know how to tell that person, especially if it's Leehan. But when it comes to the, why do I have to do this? No I don't have to do this. That's what it comes in between them two. I think you're treating this person better than me, so that's when it comes. Especially, we did have a situation, brothers working in the same department. See what I mean, so that's right there.
- Speaker 1: What conclusion would you make about the cultural differences when developing positive workplace relationships?
- Speaker 2: The communication is important, talk to them, bring them up to HR so that way they can actually talk to them too. I know if I can't handle it at that point, I don't want to have a chaos in that department. So it needs to be brought up to a different level so that way it can be talked.
- Speaker 1: I'm going to ask you, we've got about 2 or 3 more questions. How do you verbally communicate with other employees?
- Speaker 2: Verbally communicate, directly, depending on the situations. I like to communicate with the group. If it's 1 to 1, if I see something that a person shouldn't be doing, I try to pull them out and talk to them on the side. Respect, you don't want to go in front of everybody, this got to be done this way. People tend to feel intimidated or they say why you talking to me like this? But if you pull them to the side and talk to them and explain to them the situation, I think they understand it better that way, but that's the way I learn a lot in here. Things have changed, that changes, respect is the key. You go a long way when you have that trust, and you've got to give them that trust to trust you.
- Speaker 1: How do you non-verbally communicate? How do you do it without talking?
- Speaker 2: Without talking? It's hard for me to explain that, I do non-verbally communicate, if I see something hand signals ....
- Speaker 1: Say that again.
- Speaker 2: Hand signals. I got to get the individual attention.
- Speaker 1: So you use hand and arm signals to get their attention.
- Speaker 2: Right. That way I can bring them in then verbally talk to them, that way I pull them off to the side and talk to them.
- Speaker 1: Is there a reason why you do the hand and arm?

Speaker 2: Noise.

Speaker 1: That's why I asked that question. My final question is, is there anything that you would like to add to this interview?

Speaker 2: Everything that we are doing in the company is going in a positive way, and I've seen a lot of changes. The training is the key thing, keep developing everybody to do the right thing, respect each other. Working with that team, the team is important, that team is the one that is actually doing the jobs so you have to treat them with respect. Basically that's what my final saying is.

Speaker 1: Okay, I'm going to turn it off.

**Employee E**

Derrick Campbell: I'm sitting here with [Employee Name]. [Employee Name], I do have to ask you one question first. Is it okay for me to record your voice?

[Employee Name]: Sure, why not?

Derrick Campbell: Let's look at the first question. It says, describe an incident that resulted in a workplace disruption between employees. Something happened and ...

[Employee Name]: Between two employees?

Derrick Campbell: Two employees. It could be several employees. Something ...

[Employee Name]: We had an incident when I was a lead hand where we had a gentleman in the room that was brought over from a different department. The guys that are already in the department I was in felt like the gentleman wasn't, how can I say, pulling his weight. I told the guys, "Give him some time. He's new to this process. Everybody needs to learn. You guys didn't come in here a hundred percent. You guys had a process you guys took. Took you guys a little bit of time, but you guys moved forward and you are what you are today." They were cool about that. I mean, "Okay [Employee Name], you're right. We're good with that." I left it that way because I'm not going to force anything on anyone but I am at the same step and I try to find a way to put it all together, I guess is the word I'd use. Things do happen.

Derrick Campbell: When you were dealing with that disruption or when you were observing it, how did you feel on the inside?

[Employee Name]: That I think I put out the right message. I felt like I would put out the message that my supervisor would want me to put out. I feel like I've made the right steps to try to bring a, I guess a better view to the others about the individual. I feel I didn't really have to observe what was going on because they were willing to [inaudible 00:02:33]. Even though I do have to keep track of what's going on at that time when I was a lead hand, unless they need something from me in a negative or positive way, I always left them alone to work within themselves because they're a great bunch of guys. You know what I mean? There's no reason for me to add to it. There's no reason for me to add to it. Everybody has room for improvement. If I say, "Hey, maybe if you roll the dial a little closer, you don't have to work so hard," or "Maybe if you preset the line, you don't have to always chase the light," which is the processing that we use.

Derrick Campbell: What conclusions do you have about workplace disruptions between your place?

[Employee Name]: In whole, you mean?

Derrick Campbell: Just in general.

[Employee Name]: It's going to happen, especially when you work with so many people so closely for so long periods of time. You know what I mean?

Derrick Campbell: Mm-hmm (affirmative).

[Employee Name]: Sometimes you may get away with saying something a little off note that you wouldn't do with someone else because you worked so close together. Disruptions do happen. You don't want to see them happen because it breaks up that morale base that you have or that's being built. When you have that little morale thing that's being built and you get that little disruption, it tends to put a little kink in the armor, I guess is the word I want to use. You want to, I don't want to say smooth things out, but find a level playing field for everybody to be in. That way, okay, there's a disruption, maybe you guys are not in the mood today, maybe the machinery is giving them a hard time and the blocks are [inaudible 00:04:25] too frozen, the guy gets a little perturbed, tends to walk away from the line a little bit.

That's going to happen. You just want them to find that happy place to bring them back so we can get things moving along. I felt at times when I was a lead hand, I was able to accomplish that because I think gained a good rapport with the people I work with, but you're going to get that. I went to [lean 00:04:50] and they said the same thing. You're going to get that one person that doesn't want to fall into place but if he sees that everybody else in, they'll buy in to the process and that way you can keep moving along. Which is great. I've experienced that and I've seen it happen. It's a great feeling.

Derrick Campbell: What recommendations would you make for employees to avoid workplace disruptions?

[Employee Name]: What's that old saying? You leave home at home and you leave work at work. You know what I mean? Sometimes you might have a bad day with the cable guy. Something as mundane as the cable guy, the cable's out, and then you come to work and you're like, "Oh, I didn't see my show because the cable's out." Then you want to bring it to work. I was like, "No, you don't want to do that." Don't get me wrong. I get caught doing the same thing. I catch myself and I got this little prayer I tell myself, "God, help me take care of that later." This is not the place or ...

Or that I'll take work with me home and my daughter will say something like, "You punched out already." My sixteen-year old, "Dad, you punched out already." [inaudible 00:06:14] really. [inaudible 00:06:17]. You know what I mean?

Derrick Campbell: What are some of the things that you take home?

[Employee Name]: One thing I do take home that I always look forward the next day is that everybody makes it back. Does that make sense?

Derrick Campbell: My question is, you said that your daughter tells you need to ...

[Employee Name]: Drop it.

Derrick Campbell: ... take it down a notch. What are some of the things that you take home that would make her want to say, "Dad ..." you know.

[Employee Name]: You know what, sometimes I catch myself and she catches me. I'll bring up something while she's doing her homework and [inaudible 00:07:03] to it at work. That's why she just nags me all the time. [inaudible 00:07:10]. It's fine because she catches that. My son gets [a little bit 00:07:16], but she'll catch it and I'm like, "You know what, you're right. I'm sorry." I'll apologize to her. Say, "Sorry honey, forgive me for that."

Derrick Campbell: That's good. I'm interested in an incident, because you said you work in the ...

[Employee Name]: Meat room.

Derrick Campbell: ... meat room. You don't have anybody that you report to. I mean, you don't have anybody that reports to you but you have peers.

[Employee Name]: Yeah, people I work alongside with. Yeah.

Derrick Campbell: How do you develop positive workplace relationships with them?

[Employee Name]: If I see that a guy is struggling, let's say he has a lot that day, I'll just tell the driver, "Bring that pallet over here," because that way the guys don't struggle. I've been here long enough to know. Just take it off their hands. Maybe they're having a bad day, like I say, just give me the bigger number, give them the light number. That way he's not having such a difficult time that day. To me, if I could do that and we're working together and say you got forty-six pieces and I got twenty-five and you're struggling, I'll tell the driver, "Yo, on the next one, let's switch it up." That way he sees that I know already that he's having a hard time. He doesn't have to say, "You all, can you please do this for me?" He's

already sees that I conveyed the message to him already, "I see you're having a hard time. No big deal. You don't have to explain yourself. I don't have to explain myself. Just switch it up a little bit." "Oh, thank you." "Yeah, it's no big deal."

Derrick Campbell: How do you handle it? Because there has to be a response because you're helping.

[Employee Name]: I guess the response is that I don't really get a response from that.

Derrick Campbell: Well, so you don't get a response?

[Employee Name]: I don't get a response but I guess if I'm looking for a self-response, I feel good about it inside. I get that good feeling, like, he's okay. I never used to do this, but I had an incident happen to me where I lost my position because I didn't see myself in other people's shoes. Now that I do see myself in people's shoes, I see this a lot clear. It's not a cloudy effect. I'm not clouded by the fact that, "Okay, this guy's having a hard time but I got my paperwork, too." I put that away already. Now, since I'm right there, me and you, mano a mano, you're six feet away from me, you're having a hard time, I'll tell the driver, "Hey, I'm going to take these this time." I'll let the [inaudible 00:10:13], "Hey, don't worry on the next batch, you got twenty-five, I'll take care of the forty-six. No big deal." It is what it is.

It helps things along because I think it'll help that person in trouble see that I'm not the monster sometimes people perceive me to be. They have that perception sometimes. When I was a lead hand, I guess that's the image I built for myself, that was my fault. That's my fault. That's the image that I built for myself at that time when I was in that position, but now that I'm not in that position, and I'm closer to the people next to me, I broke in that shock and I've developed a different composure about myself.

Derrick Campbell: When you say you built this perception of being a monster, how would you describe your behavior?

[Employee Name]: At that time, I didn't take other people into consideration. I'm not going to lie to you. I was so engulfed in making sure we have the product up in time. I was so engulfed with keeping the place clean. I was so engulfed in my paperwork being correct. I was so engulfed in making sure the supervisor is happy with what I got going on in the room when they walk in that I guess I didn't really envision or put myself, like I said, in their shoes. Now that I am in their shoes, I have a different vision. I see things differently. I see them as I see myself if I was there. If I was sitting in your seat and we're throwing meat or we're having this conversation, my

idea for me is to put myself in your place as the person asking me the question.

Derrick Campbell: Let me ask you another question. You have a supervisor that you are reporting to, right?

[Employee Name]: Yeah.

Derrick Campbell: How did you develop positive workplace relationships with that person?

[Employee Name]: You know what, when I was lead hand, I really love that job. Let's get that straight. It wasn't work. I came to work everyday, it was actually, if you like what you do, it's not work, that kind of thing. I really enjoyed my job. I always wanted to make sure that whenever anybody ask me something, I had to answer in complete. They didn't have to ask me why. Then, I would try to anticipate how the room is running, so if they had to ask me something or wanted me to do something, my answer would be, "I already worked on it. We're moving forward. If you need anything else done, let me know." I like that. I like that feeling of succeeding for myself but I'd also enjoyed the feeling of succeeding with the guys I work with because I never took a compliment to myself. Anybody could tell you that. You can use my name on that one.

Derrick Campbell: I won't use ...

[Employee Name]: I'm just saying.

Derrick Campbell: I won't use your name.

[Employee Name]: [Employee Name] when he come up and he goes, "[Employee Name], you're doing a good job. You're this and that," and I said, "Thank you, but you got to get to these guys." [Employee Name] would come up to me, "[Employee Name], you know what, you're doing a really good job in this room. I like the way you work." It's not just me, it's them. Often I'm told, "You know, you really should take a compliment for what it is. They're complimenting you," but I can't do that because I'm not in there by myself. I'm in there with a group of individuals trying to create something so it would be selfish of me to think that I'm the one just because I'm writing all paper and I'm able to control the flow a little bit that I'll take the whole thing. See what they said about me today. I think that is so wrong in so many ways.

Derrick Campbell: Let me ask you another question. Describe an incident in which differences in culture had an impact on developing positive workplace relationship. Culture could be gender. Culture could be ethnicity, nationality, a myriad of things.

[Employee Name]: In any [inaudible 00:14:40]. I don't convey that kind of talk because my wife is not the same nationality as me. I thank God that she didn't see it that way. Those differences when it comes to race and nationality, you do get that a lot especially when you're introduced to a new family. My wife, like I say, we're two different nationality. I don't see that for myself. It's everywhere, I hate to see that, but my responsibility because of my kids to tell people that you guys are wrong.

Derrick Campbell: Have you ever witnessed that here?

[Employee Name]: You know what, I have. Say if I did, I mean, I really don't put too much into it because I don't let myself get driven by others. That's the way you want to think, more power to you, but as far as I'm concerned, I can't think that way because my kids are not that way. I had nephew and nieces that are mixed. Half black, half Puerto Rican, half Puerto Rican, half Polish. My kids are half Peruvian, half Italian. My family today is a melting pot of branches. It bothers me. I don't let it get to me because ignorance is there. You let them know that that's wrong. That's totally wrong. You could just not buy into it and walk away. Because everybody, it's a free country, you have the right to [inaudible 00:16:43], but then you can't yell fire in a crowded room. You try to build a fire by those comments, then it's my responsibility to put out that fire because that is a manifestation that you're getting out of control.

Derrick Campbell: Yeah. Let me ask you the last two questions.

[Employee Name]: Sure.

Derrick Campbell: We actually communicate with people two different ways. We communicate verbally and non-verbally. How do you verbally communicate with other employees?

[Employee Name]: First word is please. First word is can you and always thank you, because I always get the word, I hear this a million times, [inaudible 00:17:30] I'll be ripped. I say thank you, and then I get the response that's, "Why are you thanking me? It's my job." It doesn't bother me. It makes me laugh. I joke with it. I got to say thank you. Like I say, thank you today for taking your time out to see me. All right.

Derrick Campbell: Thank you. How do you non-verbally communicate?

[Employee Name]: I don't really understand the question.

Derrick Campbell: How do you communicate with other employees without talking?

[Employee Name]: As far as bringing product up and down the line, [inaudible 00:18:11] batch, that stuff. If you just having a grim in my face and then the next minute later you still have that grim in your face, so if I have a grim in my face and the driver sees I got a grim in my face, the guy next to me sees I got a grim in my face, they're not going to want to talk to me, so if they have a problem, why would they want to? You got a grim in your face, I'm like, I know he's not in the mood for today. I'll walk away. We all get like that. You get a guy walk in, had a bad day, might not have the conversation in the morning with his wife he wanted to, so you look at him, "Oh, he's having one of those days." You wait 'til the day keeps going, progresses, let them saturate into the day, "Hey, what's up?"

Derrick Campbell: Let me ask you one last thing before we close.

[Employee Name]: Sure.

Derrick Campbell: Is there anything at all that you would like to add that we haven't had a chance to discuss?

[Employee Name]: If I have one thing to ask for or one thing to suggest is I think if we keep building on morale, because I think if we build a morale, guys are happy. Not just better production, but safer production. If you got a guy who's in a good mood, he won't sit there and see a blue plastic, "I'm sick and tired here, I'm going to pass." He'll go out of his way and say, "Hey, we got blue plastic." He's happy with his workplace and he's want to protect his workplace because he's happy. He's not stressed out. If you got a guy that has a hard time with a pallet, I'll say, "You know what, I'll just deal with it." He's happy, I'm happy, he's going to deal with it.

If he's happy with the workplace and he sees that that hard pallet or that difficult pallet is going to keep the line of progression moving, he's going to say, "Can you deal with this pallet?" He'll let me know. He won't sit there and eat. Sit there and say, "We want to keep the place clean." Have a sense of pride in his workplace. From there, you keep the cafeterias clean. You keep the bathroom clean because they care. If you just get them to care or buy in to that caring and morale building and team building, I like that. I learned a lot of that from the last best class I'm in. I've always thought about that. I'm the first one to tell a joke, [inaudible 00:20:48]. That's just the way I am. As far as this place, this place is home to me. I don't what to [inaudible 00:20:57] somewhere out there that belongs to me after twenty-two years. Thank you for taking the time out.

Derrick Campbell:

Thank you. Let me just stop this recording.

[Employee Name]: Okay.

Derrick Campbell: Thank you for coming.

**Employee F**

Derrick Campbell: I have [Employee Name] here. [Employee Name], before we get started I need to ask you one important question.

Do you give me permission to record your voice?

[Employee Name]: Yes.

Derrick Campbell: Okay, thank you very much. I don't know what you've been told, but we're collecting baseline data for a possible initiative of promoting positive employee workplace relationships. So, I'm going to ask you a series of questions. If there's anything you want to add, feel free.

So, can you describe an incident that resulted in a workplace disruption between employees?

[Employee Name]: An incident between employees- in a bad position, or good way?

Derrick Campbell: In a bad way.

[Employee Name]: In a bad way... I became a supervisor like maybe 6 months before I was union, I was leading it, and I went to work there when I was in union, when I was allegiance.

My co-worker, it was me and him. It was like together, he was a real good friend. He's older than me, I'm only 30 years old. I told him, "Hey, I need a favor from you. Can you give this guy a break?" He said, "No." He was mad. He said, "No. I'm not giving him a break, because it's the other guy. I have to give him his break." I said, "Why? I need a favor. I'm telling you about the lehon." Now we go like work, not like friends. I'm going to talk to you like a work person, you know? He's like, "No, no no!" He's screaming, and I was like... I back up, I give the break to the guy. I feel bad, because I thought he was my friend.

I went like 10 minutes later, I went to his path. "Hey, apologize." He told me, "Apologize too, because he's going through a divorce." I didn't know. I said, "my bad. I know you're going through a lot." But work is work. Relationships, you just have to leave everything at the door. It's one of those things, always. Right now, I'm going through a relationship. My relationship at my house is not good. I don't bring nothing here. I just stay out of the world, I'm always happy on the floor. I told him the same thing, "hey, you need to realize when we need to work, we need to work. This is a business place."

Derrick Campbell: Right.

[Employee Name]: He was like, "No, I know. Apologize to you." I said, "you're my friend. I don't want any problem or any trouble with you, because we work together for so many years. He said, "No problem" and we kept moving forward.

Derrick Campbell: You kind of alluded to it, but I need to ask the question. How do you handle workplace disruptions between employees?

[Employee Name]: I can handle them really good because I don't like when people... the only thing I don't like is when people go... What's the word you say?

Derrick Campbell: Disruption.

[Employee Name]: Disruption, right. I don't like that. We need to be firm. We need to work. We need to be together. I'm that kind of person. My boss doesn't have to tell me, "You have to do this, he's mad at me." I'm going to walk away, and I'm not going to be mad. I'm going to keep the same way. I don't want other people to look at me and mad. I don't want to see other people there mad, disrupting the workplace or something. I don't like that. I want that person, let's go work together, it's better for everybody.

Derrick Campbell: What kind of recommendation would you make in order for other employees to avoid the workplace disruptions?

[Employee Name]: The best accommodation is to start... I can say don't talk behind people-that's the best thing. You say something, I say something, the other one is going to say something. It's going to make cow, I've already been dying, I don't like that. It's better, you're going to say something? Let's go front to front, and that's it. That right there, done.

Derrick Campbell: Good answer. Describe an incident that resulted in you developing a positive workplace relationship. You have a boss, right? Then you have peers? People on your equal level. Then you have people that report to you. How do you develop a positive workplace relationship with your boss?

[Employee Name]: That question, I was looking at home. That happened, because so many little time. But that was in a meeting again. I'm going to say the name, I'm sorry. [Employee Name] - he was supervisor, he was on the floor. I've been on processing for 8 years, so I know. He was supervisor, and I told him, "We need this to fix it." He said, "No, no. You don't know, you don't know." I said, "We need it. I've been here a lot of time, I know how this thing run." "No, we don't know what we're doing." I said okay, and I walk away. The next morning he tell me, "You know what, you was right."

Derrick Campbell: So that walking away- how does that walking away make you feel?

[Employee Name]: I would feel bad. It make me feel like I'm nobody. Because I know what I'm doing in my area, so I feel like... I told him, "Man, this is what happened, and you don't want to tell me even what's going on? Man, give me a chance." I walk away, I said, "Fine, I'll keep doing my work. My job."

Derrick Campbell: How do you develop positive relationships with maintenance supervisors? How do you do that?

[Employee Name]: Most of the time, I speak with them before everything is... before we go into the problem. They do what I say. "You was right." For me, it's talk to them before, that's the best way. I don't know, but they always listen to me.

Derrick Campbell: Okay.

[Employee Name]: Actually, that happened with one of the managers. He's not here any more. He I think moved. I'm saying I know the keys, I know the personality. That part is good, because they have a lot of trouble. They had to find the man who scream, and I went out, "I want to do it." They come to me, "No, no, no. He's new. He said no to me." "Go ahead. Hey, he's going to do it." I did everything I wanted to do, everything is working fine. When he did that to me, I felt good. It's good to see that, you know. He gave the opportunity for them.

Derrick Campbell: You were actually operating the machine, because you don't fix it, right?

[Employee Name]: No, I don't fix it, but because I've been there so many time, I know how to fix a couple of things.

Derrick Campbell: Okay.

[Employee Name]: Because maintenance comes in and do a couple of things, and I'm always looking. Some day I want to go maintenance, just I'm doing it myself.

Derrick Campbell: Okay.

What about the people that report to you? You have people that report to you, how do you develop a positive workplace relationship with them?

[Employee Name]: I got a good relationship with all my employees. I know a lot of employees, "Oh this guy doesn't want to do this." I said, "I don't want to hear that. I'm here to work. Everybody's here to work." My boss knows,

we want to make this place better. If nobody wants to work, I'm going to look, and I'm going to go from there. This is the best thing you can do.

I'm from Puerto Rico, and there's a lot of people. We got different raised, and "He don't want to work. He don't want to do nothing-". No, I'm not like that. I don't want to hear none of that. I know who work, I know who not work. Let's go positive. Work is work, and that's it.

Derrick Campbell: So how do you deal with the people who don't want to work?

[Employee Name]: I make them work. Not in a bad way.

Derrick Campbell: I'm just asking!

[Employee Name]: There's one guy, before I seen his attitude, he looked like he didn't want to work. I said, "Hey, you okay? You need help let me know." I'm like hyper, I joke. Whatever you need, I try to make him fun. He like, "No, no no." I said, "you go." He was working, he's moving, he's working. Now he's working for me. He's like, "you need any help, let me know." "No, no I got it." Now he's like, he's moving around. Doing what he needs to do. Yesterday, I told him, "Hey, you're doing a good job right now." "Thank you, thank you."

Derrick Campbell: When you're developing those positive workplace relationships, how does that make you feel?

[Employee Name]: I'm sorry, can you say that again?

Derrick Campbell: When you're developing those positive workplace relationships, how do you feel about them?

[Employee Name]: When I develop them? I feel good. I remember, the good answer, the good thing of it. Everybody is happy emotional.

Derrick Campbell: The next question is, describe an incident in which differences in culture had impact on developing positive workplace relationships. Culture could mean gender. Culture could mean ethnicity. Culture could mean nationality.

[Employee Name]: It's a little bit of each between woman and man, and ethnicity. One time it was this guy in the kitchen, I was not supervisor... I'm sorry I have to go back. He was like, "Oh, I can do better than other people because I have a skill and an ability on writing and speak English." I said, "You don't have to say that, because a lot of people have been here longer. Maybe they can speak well, and write, but they know how to do the job." "Yeah, but you know, I can do better because I speak English, and I

write good English." I said, "Yeah?" I felt bad when he said that, "I don't know that's not with you, that's not with me. Still, you're here to work. We are friend, we are co-worker. We are together friend, not to you, point to this guy, 'He doesn't know how to do his job.' Or 'he doesn't speak English, he don't write English good.'" So I feel bad, for that situation. Dang.

Me personally, we're not supposed to be talking about like that. It's like, I'm always quiet. I don't know if that's me most time. I like to stay quiet and look and listen.

Derrick Campbell: You said something that really peaked my interest. It's a little bit off here, but you talked about you being an expert with the processing?

[Employee Name]: Not an expert, but-

Derrick Campbell: No, you said that! That's okay! You said that sometimes you know what to fix. That's what you said.

[Employee Name]: Yeah.

Derrick Campbell: That's fine. Where I'm getting at is, I'm wondering when you know how to fix something, how does that make maintenance feel?

[Employee Name]: Actually, I don't know... sometimes, that'll happen because I'm helping them. "Thank you thank you thank you, you got it, you got it. Thank you so much." Another way, I've never seen that face around them. They'll always say, "Thank you, you the man." I'm helping them. Like yesterday, the night before I was stay through the morning. I went to... it was funny. The guy supervising maintenance, the supervisor, he was with me, they have the operator. They have like 3 more maintenance. I was on the floor. Hiding there, I was there. "What happened?" I talk to one of the guy, he said, "I don't know." I just stop, so I went over there. I said, "what happened?" "we're losing power." So they called the other guy, he threw the cover on the button. I was looking, they put the start button, they hide, it didn't want to start.

Oh, they had to reset it. The guy went out to reset the panel. I was looking like, "let me put the button, the stop button." The maintenance supervisor, he looked to me laughing. I said, "I don't know man." He told me, "How do you know?" I mean, I was just looking, I just pull up and that's it.

Derrick Campbell: do you think he felt embarrassed?

[Employee Name]: Yes. I think he felt... cause it was so simple.

Derrick Campbell: Let me move on, because that was just something that was on my mind. I'm going to ask you about 2-3 more questions, and then we'll conclude. How do you verbally communicate with other employees?

[Employee Name]: Verbally? I try to be so calm, I don't want to be like, "HEY!" No. I don't want to do like- we're human, we need to treat people like human, not like animal. We're working here, it's a warehouse a company. Everybody's human. I mean, hey please. Can you do this for me? With a good attitude. I like that, because if I go out, I like people to treat me like that. Please, can you do it for me? I don't want screaming, I don't want, "Hey!" No, no. I don't go that way.

Derrick Campbell: That's fine.

How do you non-verbally communicate? Or how do you communicate without talking?

[Employee Name]: Here it's kind of hard, but we do a lot of signals.

Derrick Campbell: You do a lot of signals? And that's because?

[Employee Name]: Noise.

Derrick Campbell: Noise? Okay. What kind of signals do you use sometimes?

[Employee Name]: If I'm in the kitchen, we scream a little bit and \*clamps fists\*

Derrick Campbell: You clamp your fists together? And what's that called?

[Employee Name]: We call it batch.

Derrick Campbell: That's called Batch?

[Employee Name]: Yeah, in case you hear it. It's going to put the time in everything. Sometimes I go like that

Derrick Campbell: So if you do your fingering, the nail together, that means?

[Employee Name]: We do the moisture.

Derrick Campbell: Wow. That's so interesting. And that's because of the noise back there?

[Employee Name]: Yeah, sometimes, I can hear from the lab. She's all the way at the top, "Guey!" And that's a new plane.

Derrick Campbell: A box is a new plane.

[Employee Name]: New plan.

Derrick Campbell: Oh, new plan. Oh. Wow. Okay. So y'all got your own little thing going on.

Let me ask you this one last question, then we're finished. Is there anything that you would like to add to this interview?

[Employee Name]: Personally, the only thing I could say, this is good. I like it, because this give me the time to speak. I don't speak a lot person. Because first, my English.

Derrick Campbell: Your English is not that bad.

[Employee Name]: I was taking classes, because we were on the ship so I had to take it. This is personally, I feel bad for that because when I got the interview I thought [inaudible 00:16:49]. I got goals. I want to go to the ends, I want to move on. That's why I go to the school and do an ESL class. After I graduate, how long I'm going to be on my ship officially? I'm working, I got only 2 more class finish so I can start doing business. He told me, "don't worry about it. You work, you're going to be next year." So the end of this year. I sign in. I went on vacation.

Derrick Campbell: Go ahead.

[Employee Name]: I went on vacation, when I came back, he told me, "We're going to send an email to everybody. We need to switch... we're going to switch supervisor." When he told me that, we're going to switch shift, I feel bad.

Just unplug here? You want to plug here?

Derrick Campbell: There we go, I got it. Go ahead, I'm sorry.

[Employee Name]: I feel bad when he told me we're going to switch. I said... I don't want to go to argument, I don't want to say nothing. I said, "What ship you order me?" He said, "Second ship." I said, "okay, that's fine with me." I went back home. Actually, personally, I cried. I cried.

Derrick Campbell: Wow.

[Employee Name]: I cried, because I still like, I was that close. I could, I'll go to school. I want to go to school. I want to be professional. I still thinking, I have to do that. Something that come to me, I want to finish whatever I start and go to business something. I want to get better in my English, and I want to get better on professional.

Derrick Campbell: Let me end this interview, I'm going to close this out.

**Employee G**

- Speaker 1: I have [Employee Name] here. I have to ask you one question before we get started, do I have your permission to record your voice?
- Speaker 2: Yes.
- Speaker 1: Okay. Thank you very much. As you know, we're looking for baseline data in regards to improving workplace relationships. My first question for you is describe an incident that resulted in a workplace disruption between employees.
- Speaker 2: I had a situation where one of my supervisors asked another employee to do something and that employee told that supervisor to leave them alone and to please get away from them.
- Speaker 1: Wow, so how did that make you feel?
- Speaker 2: Concerned. It was concerning that an employee would react that way, so it raised out an how was that supervisor approaching that employee, or how was that approaching employee reacting to that specific supervisor?
- Speaker 1: So given that scenario, how would you, what would be your recommendation for handling those types of disruptions?
- Speaker 2: Recommendation towards for the supervisor or just in general?
- Speaker 1: Just in general.
- Speaker 2: To me there needs to be understanding where how the employee was receiving the information or how the supervisor was giving that information.
- Speaker 1: Do I hear communication?
- Speaker 2: Yes.
- Speaker 1: That's what I hear. So what conclusions would you make, and this is from a global perspective, when it comes to disruptions between employees?
- Speaker 2: I think it mostly starts off on the message not being clear or the direction not being clear.
- Speaker 1: So you actually put the onus on the supervisor and personnel?
- Speaker 2: Not always, sometimes people don't understand how they give their message, how their message may be received, and how that person may be feeling in

that moment. I know it really doesn't matter when it comes to work, but there's always a way to approach someone. Maybe not everyone is having a good day and on those bad days they may hear things a little differently.

Speaker 1: For your employees, what would you recommend in order for them to avoid workplace disruption?

Speaker 2: I think honesty and just expressing what you're feeling at that moment would be important. That situation where that employee said "please leave me alone", it may have been that he wasn't feeling well, or he had a bad day. Communicating that to the supervisor specifically compared to saying "leave me alone" made a big step in the right direction.

Speaker 1: As a supervisor, my responsibility is to get this work done.

Speaker 2: Correct.

Speaker 1: Because if I can't get the work done through the employee, then somebody else should be looked for.

Speaker 2: True.

Speaker 1: What I hear you saying though is that you believe that the supervisor needs to be the one who takes a bigger responsibility.

Speaker 2: Although as a supervisor, as a manager, you have a responsibility to get the work done, you also have a responsibility to that person. You have a responsibility to not only be heard, but to hear.

Speaker 1: Okay, so let's talk about you individually. You have a person that you report to.

Speaker 2: Yes.

Speaker 1: You do have peers.

Speaker 2: Yes.

Speaker 1: Then you have people that report to you.

Speaker 2: Correct.

Speaker 1: How do you develop positive workplace relationships with people who report to you?

Speaker 2: I treat them all the same, I think everybody wants to be heard. It's the

willingness to not only hear but to act to what you hear too. It may not always be what that individual wants, but reacting to it and having actions towards it makes a big step in developing a good relationship, a trusting relationship.

Speaker 1: How do you keep track of that?

Speaker 2: How do I keep track of ...

Speaker 1: You could run into a number of employees that need to be heard. How do you keep track of it?

Speaker 2: I try and keep notes, I make sure I write down everything I do have conversations with, and try to keep notes of actions I do need to take care of.

Speaker 1: Let's talk about your peers. There's no power relationship whatsoever when it comes to a peer, but you do need one of those cooperation in those moments.

Speaker 2: And trust.

Speaker 1: So how do you establish that positive rapport with them?

Speaker 2: I try the same thing, I try to keep it the same way. Try to make sure that they understand that I do hear them, I am there to hear their concerns and whatever they're going through with their part and offer little insight on it, but there is little things I need to follow up on make sure I do follow up on them.

Speaker 1: What happens when there's a difference of opinion?

Speaker 2: When we don't agree on the same thing?

Speaker 1: Or how you do the same thing.

Speaker 2: It's whatever benefits the company, not the individual. With the peers I do have, we try to follow that. It doesn't necessarily need to benefit me to be a positive on the overall success of the business.

Speaker 1: What about the, and I'm going to say it this way intentionally, what about the persons that you report to? How do you make sure and ensure that it's positive between you and those persons?

Speaker 2: I try to be honest, I try to make sure they understand where I'm coming from, what I'm seeing, what I'm going through. At the end of the day, they are the boss, they are who decides the direction we need to go to, but when they do make that decision, I try to make sure they understand what are the struggles I am going to go through so it won't be a surprise, and what I may want to do differently ahead of time instead of trying to around it.

- Speaker 1: So you honestly let them know up front that I'm having difficulty with your decision.
- Speaker 2: And this is what I would do differently, and these are the reasons why, so that they can make a decision of if they want to continue on the path they chose, or if they want to defer based on what I'm telling them. If they want to continue on, I want them to know these are the struggles we're going to have ahead of time.
- Speaker 1: That's a good answer. I'm not going to say it. Let's talk a little bit about culture. When I talk about culture, I'm talking about differences in gender, it could be differences in ethnicity, it could be differences in nationality. Describe an incident in which differences in culture had an impact on developing positive workplace relationships.
- Speaker 2: You're talking about specifically ...
- Speaker 1: Could be any one of those three.
- Speaker 2: I think right now the biggest one I've seen is age. It's not relating to whether an older or younger person can do the job, it's relating to the mentality of thinking that an older person may be stuck on stubborn or a younger person may not know as much. I think that's our biggest struggle here in this industry, in our facility.
- Speaker 1: So you're saying you have a lot of people with a lot of experience and they don't see for example their peers who may not have as much experience at the same level.
- Speaker 2: Correct.
- Speaker 1: What we're really talking about is respect.
- Speaker 2: Yeah.
- Speaker 1: That's a good answer. What would be your recommendation to overcome that challenge?
- Speaker 2: For me I'm the younger one of the group, so we could start with that. I'm the younger one, I'm the most least experienced in my position of the group. For me it's showing that I can keep up and showing that I'm willing to take those extra little tasks to earn the respect of the overall group.
- Speaker 1: That's very good. How do you, and it's only a few more questions, how do you verbally communicate with other employees?

- Speaker 2: I try to be open and honest and straight to the point, and I try to make sure people understand what I am trying to get to. I try to make sure that people understand that although it may be tough decisions, it's decisions that need to be made and what is the reason of the decision they're being made for.
- Speaker 1: It sounds like you're big on being honest.
- Speaker 2: I am.
- Speaker 1: Everybody can't take honesty.
- Speaker 2: True.
- Speaker 1: How do you deal with them?
- Speaker 2: Very poorly.
- Speaker 1: Okay.
- Speaker 2: I understand people always can't take honesty well, but to me it's something that I'm not willing to sacrifice for somebody to be happy. I may try to reduce the honesty, but I don't try to go the other way.
- Speaker 1: When you say you try to reduce the honesty ...
- Speaker 2: If you're poor at being a mixed [in-cop-er-at-or 09:45]
- Speaker 1: A who?
- Speaker 2: A certain position on the floor, a mix stand operator. If you're a poor supervisor, I may not flat out tell you that you're a poor supervisor, I may tell you where your weaknesses are and follow up where your strengths are.
- Speaker 1: Let's say I'm a poor supervisor.
- Speaker 2: You're a poor supervisor, I would tell you look this is where you're struggling at, you're struggling with communicating to people, but what I have seen is that you're really good at tackling individual issues. Maybe supervision isn't the right path for you but maybe this direction in your career may be where you want to go. Maybe a auditor or something that doesn't have to deal with strong supervision or people per se.
- Speaker 1: Let me regurgitate what I think you're saying.
- Speaker 2: Go for it.

- Speaker 1: So what I think you're saying is, that if this person does not have all the skills before you consider it, you want them to consider moving.
- Speaker 2: Yes.
- Speaker 1: Okay, just trying to be accurate. Let's talk about that. What about the employee who's way, or maybe they just started, and their performance is not up to par because that happens, how do you deal with that?
- Speaker 2: I try to coach them as best I could, try to give them little tricks and tips to get them where they need to be, and try to give them as much honest criticism as I can to get them to where they need to be, and ultimately when they can't or if they can or can't then a decision has to be made.
- Speaker 1: Let's look at this last question. How do you non-verbally communicate with other employees?
- Speaker 2: Non-verbally.
- Speaker 1: Without talking.
- Speaker 2: I don't know.
- Speaker 1: But you're aware that you do that.
- Speaker 2: I am aware. I understand that body movement, little things you do, may affect the way that people perceive what you're trying to say. I don't really know how it is.
- Speaker 1: So you're saying you don't really do anything intentional.
- Speaker 2: No, one of the things I do try to do, when I do talk to employees, I try to keep my hands in my pocket. As you see now I'm very fidgety, so I try not to make that a good or bad thing, so I try to keep my hands in my pocket and when I'm talking to employees I make sure I'm either sitting down in the same place or standing up in the same place. Just not to spark anything that might be offensive to someone. I don't really know how I present myself to people.
- Speaker 1: That may be something interesting to look at one day.
- Speaker 2: It will be.
- Speaker 1: I'm going to ask this question because of your position. We're really here because we need for maintenance and production to take production to another level. What do you think the real problem is?

- Speaker 2: I think the real problem is trust. Over the amount of time I've been in my position, the message that I've relayed to my peer was relayed to a different manager on the floor to the hourly staff and to the supervision staff of the maintenance department. I think they have a real negative view on what we're trying to bring when ultimately all we're trying to bring is everybody to be for the same goal, and after the same goal.
- Speaker 1: You came up through the ranks, and because you came up through the ranks, there are certain areas that you ...
- Speaker 2: Sorry, hold on.  
Speaker 1: That's okay. There are certain areas that you are definitely an expert in, and when I say that I mean the processes that are going on in the plant.
- Speaker 2: Yup.  
Speaker 1: Has there ever been an occasion where maybe let's say for example you're an expert in grinding. Has there ever been an occasion where maybe a supervisor was actually the pinnacle person who repaired something? And I mean grinding, that may not be the right example, but you get where I'm going right? I'm wondering if that is part of the challenge, because when I look at maintenance and I look at production, you can't become production unless you're an expert at something.
- Speaker 2: I look at myself as an expert of processes. Can I throw meat better than someone who throws meat, can I run a mixer better than someone who throws a mixer, I don't know. But I am an expert on how they're supposed to do that function. As for a mechanic, I'm nowhere near anything to an expert of how to fix a piece of equipment.
- Speaker 1: But you have observed it.
- Speaker 2: What I have is a expertise of what that equipment is supposed to be doing at that moment what is it not doing that I need it to do.
- Speaker 1: So I'm wondering if that's part of the conflict.
- Speaker 2: It very well could be. It could be that you have so much knowledge, or anyone on the floor has so much knowledge about that piece of equipment, that when it's not doing what it's supposed to do, you automatically assume. You know how to get it to where it should be. For a mechanic, hearing from someone hey this is what you need to do for it, it's frustrating because at that point, you may be the expert on what it's supposed to do, I'm the expert on getting it to where it needs to be.
- Speaker 1: I wonder if that lends to redefining some of the gray areas, cause that's what I'm getting at, that's what I'm starting to see. There are a lot of gray areas and

it's leading to a lot of frustration. That's just something I heard earlier today. Let me close with this last question. Is there anything you'd like to add to this?

Speaker 2: No, I definitely see a disconnect between the two groups. I definitely see a distrust between the two groups, I definitely see that animosity building between the two groups. If we can get past that I know we can all be successful.

Speaker 1: You said something interesting earlier, you also alluded to a disconnect between you and one of your peers.

Speaker 2: It was a maintenance manager at the time that just got let go.

Speaker 1: Would you consider that as a contributing factor?

Speaker 2: Definitely. I consider myself a big part of that failing because I didn't notice the disconnect until it was way too late, until the relationship from operations and maintenance on the floor had already become dysfunctional.

Speaker 1: Okay, I'm going to stop there. Let me stop the interview here.

**Employee H**

Derrick Campbell: Start this recording. I do have to ask you one question. First Irving, do you give me permission to record your voice?

[Employee Name] Yes sir.

:

Derrick Campbell: Okay thank you. The first question says describe and incident that resulted in a workplace disruption between employees.

[Employee Name]: So many. I can describe one incident was one of the mechanics and it was towards another supervisor, it's hard because the mechanic at the time ... Can I mention names?

Derrick Campbell: Yeah I'm going to take names out.

[Employee Name]: Oh okay, his name was [Employee Name] , [Employee Name] and he's one of those guys that are real hot tempered. Once it began I tried to diffuse it, but because ...

Derrick Campbell: Was he ... You said he was talking to another supervisor. What was he saying to the supervisor?

[Employee Name]: He was trying to justify himself because that's the traditional maintenance. They like to justify themselves to throw other people under the bus to make themselves look good for whatever reason. That's in their ego, that's the way they operate. I was trying to tell him it shouldn't be like that. We should go down to the route call before we start pointing fingers and stuff like this. Well, it doesn't help our productivity because we're too busy arguing. While we're arguing the problem is still there. I literally had to tell the other supervisor that I had it, let me handle it.

After he stepped back it got really, in his part he was really upset about the whole situation that he couldn't continue arguing the fact. Whatever fact he had in his mind at the time and because he had history with me from the past he was like I'm not talking to you anymore and it is what it is. I said okay I'll respect that, but at the end of the day we have a job to do so at that point [Employee Name] was the plant manager at the time and he came over he said, "[Employee Name] I got it, step back." So I did.

Derrick Campbell: Okay so how did that incident make you feel personally?

[Employee Name]: How did it make me feel? Personally I felt offended that I was pushed back from the situation. I get a lot of that.

Derrick Campbell: Okay so how would you propose that it should be handled?

[Employee Name]: I propose that if somebody has a handle of the situation they should continue so we can get a resolution out of it without escalating the argument. The argument was done already so when the plant manager took me away he just escalated again and I think that day he was sent home. If he would have continued to let me work with it that man should have never been sent home and we should have had a resolution. Because I know the employees so much that even though there's not a strong relationship there's respect. They respect me for the years of being the [Employee Position], for being a [Employee Position], now to a [Employee Position]. We can talk. Other people see things differently when they come in. I felt like the situation got out of hand because I was pushed away from it.

Derrick Campbell: Okay so you said earlier that you know that there's a lot of them. What type of conclusion would you have about the work place disruptions between employees?

[Employee Name]: Can you explain that?

Derrick Campbell: What's your feelings, because you said there are a lot of them I mean you know.

[Employee Name]: We have at the present time a lot of situations where different employees feeling some kind of way. Because I have an open door policy I hear it all the time. Whatever the situation on hand, because I like to get to a situation on hand not he told me she told me, what is affecting you for working and the work before me? Is it something personal? Because you do get agitated real fast an I notice that and that's why I come to you. It's not that you know it all it's that you been through all. As [Employee Name] can tell you a lot of employees prefer to come to me, they go to HR. That's the relationship I have with the employees and the trust the employees have with me so I hear it all.

Derrick Campbell: How does it make you feel when they go around you and go to HR instead?

[Employee Name]: No I applaud that because I always tell them if there's something that's HR category, that's them. That's the first thing out of my mouth. I always tell them I feel that you're going around HR because this is personal.

A recent one was an employee I noticed that she was walking funny. I called her in my office and I said something's going on. You're calling out a lot, coming in late, and not walking right you don't got to tell me, I want you to go to HR. She's like no, I don't trust HR. She started crying.

I stood up, I hugged her, we started crying together in my office on my floor. I said you don't got to say nothing. I know what it is.

After she calmed down a little bit and I calmed down a little bit I sat her down, we sat down at my desk and we started talking about. I said listen, you got one boy, you need job security, right not you're pulling yourself out of a job because you're not opening up, you're opening up to me. I'm here to help you. I need your permission to take it to HR so we can protect your employment. Your son needs you because you need the insurance and you need somewhere to get your money to support your kid because you are a single parent. She started crying again. I said, "What happened?" I guess you touched a nerve, I wasn't thinking like that. You're up to 4 points or something like that. Please give me permission, trust me, I know [Employee Name], I know [Employee Name] personally with them for so long we have so many different situations, you're not the only one. Let me help you by going to HR and telling them. She nodded her head and we did and we proceeded forward and after that it was out of my hands. She took over.

HR was happy that I presented, but HR knows that a lot of things come through me first and then I go to them this is what happened. With an email or whatever, just to them, copy just them because some things are really personally. Sometimes I'll say look sometimes we're put in different positions all the time and it look like this is my position that's where I stand up trying to deal and alleviate certain situations and I'm a strong man I'm going to tell you right now Mr. Campbell the situations out there where the tears will come out I don't care because that's how much passion I have for the employees on that floor since day one. That's what made me a successful [Employee Position] for I don't know 18 years 16 years because I was passionate with the employee, understand them and I was listening to them.

Derrick Campbell: It sounds like to me because you kind of went into one of the next questions, it sounds like to me that you have a process for developing positive workplace relationships with people that report to you.

[Employee Name]: Yes sir.

Derrick Campbell: Can you elaborate on that just a little bit more? What is it exactly that you do for people that report to you how do you ensure that you have that positive relationship with them? What is it that you do?

[Employee Name]: I have three employees that have drug problems. When the policy came up for random drug testing they opened up to me. I was the [Employee Position] at that time. They didn't have to come to me. I wasn't [Employee Position] no more, I was company. I respected them for

giving an opportunity to work with them. I wasn't going to rip them I wasn't going to bring them to the office and test them because they trusted me. I wanted to make sure that they had the fair shot to cleaning themselves.

There's two of them that still come up to me and talk and they still doing fine. They clean. People that were brought up in drugs all their lives. How could I help them? Because I used to use drugs, I used to be an alcoholic. I told them the steps that they had to go through because I went through them. I went to rehab for 3 months. ... Doesn't make you a person that is using you go to listen to different people's stories and share yours. That's what a positive move for two of our employees and one of them his behavior has changed.

It's funny that you say that because before I came up here I was talking to HR about, she was like what's wrong with this guy. He's jump and he's mad and all this and that you can't tell him nothing and I explained it to her that this person for the past three years he's been clean, but use drugs all his life. Smoked week all his life. That was his escape route. I explained to her that I've been working with him. He's clean, but this is the behavior that he needs to adjust to and I've been talking to him about that.

Does he like me because I'm telling him the truth? No, tells me to my face you tell me things sometimes I don't like you. He says I know because you want to go smoke a joint and relax and let it be on, but guess what that joint might cost you your job in the future in a random drug test and I tell you I'm always here.

How many times I get up with you at 11:00 at night and go to Dunkin Donuts and you be crying and I'll be crying with you and we're drinking coffee talking about your habits? This guy have gone through a lot because this guy and he has a son from another lady and he has a daughter. His son was 7 years old and his daughter was 3 years old. What do you think happened? This is the trust people got in me. He was watching TV, he hear the kids, when he went in the bedroom the 7 year old had his pants down and the little girl was laying on the floor. Sister and brother. That was a hot shot to him. How can this happen?

Derrick Campbell: Okay so let me shift gears here. You've explained to me how you developed positive relationships with people who report to you and you also talked about the fact that at one time you were a supervisor and I believe in your present position you really don't have any peers, people who are equal with you, right?

[Employee Name]: Right now, no.

Derrick Campbell: When you were a [Employee Position] how did you develop positive relationships with other supervisors. Not necessarily production, but it could be maintenance, it could be quality assurance, how did you do that?

[Employee Name]: I was never a [Employee Position]. I went from [Employee Position] to [Employee Position]. I was above [Employee Position]. Still to this day I feel equal, I feel personally equal. I'm superintendent. If you asked me Irving do you feel some kind of way because of your bosses and I tell you yes because I'm not up here yet. I feel that my plant manager, operation director don't share information with me that they should when it come to the business. I will find out from the employees first before I find out from them.

Something that when I became the [Employee Position] in January of this year, I'm a vet. It's nothing that you can't pass by me, but how I deal with situations because I don't stay there in that, I focus on what's important for me and one of the biggest things that's important for me is that floor and make sure that we're doing the right product, people are treated right, and people go home safe. I'm not an office person. My feelings was when I was doing the [Employee Position] job and then they told me I need a resume to be superintendent I said I don't want to be a [Employee Position]. They told me yeah you need a resume because there's not going to be a senior supervisor no more and there's three of you and we're going to pick two. I say okay take them two and I'll go back to a [Employee Position]. They didn't accept that. If you ask if I was forced into the position and given the position, yeah. Because of my knowledge I think, you know, but it's a blessing from God.

You know why it's a blessing from God? Because I'll sit down on this computer. ... I begin working with computers four years ago when I was [Employee Position], I never knew it was a computer. I didn't know how to deal with a phone. Guess what? My attitude and my leadership role helped me with all this stuff and I can get in and out now because I'm a positive person.

My ego stayed the same. My ego never opens up. I will never do that. Back there I got people telling me where you [inaudible 00:17:11]? I say why not. I've been Cannon since 1975 in the hood. Make good money because I'm not a Cherry hill person, I'm not Pennsauken person, I'm a Cannon person. We're jeans, boots, you know I dress up when I go to church or weddings and funerals. That's the person I am. Everybody know where I live at, everybody got my phone. I got 400 and something people's phone numbers. Everybody's phone number is a place I have. I got people coming to my house when they got problems. I'm a public

person that God gave me that gift that I can identify when you're in trouble. When you need food at your house and I can't tell you how many people I've helped in this plant, but only the glory for God. She knows.

One time this employee was suffering because her husband had a stroke. They both work here before. I overheard the conversation back there and I was like wow she don't have food for her kids, she left. I went out the plant and I light the fire. I say listen I want to collect [inaudible 00:18:25] for this person I'm going to double it up. We went around collected the money I doubled it up, grabbed my wife because I knew her husband was in the hospital and she alone at that house, we took that envelope over there. I don't know what it's like 500 something dollars. We got there she was inside her car looking in the ashtray. I said, "[Employee Name] what are you looking for?" "I'm looking for some change because my kids are hungry and I want to buy them some potato chips." When I looked over my wife was crying. I was like, "[Employee Name] don't worry about that, here there's something we got for you from work." She said, "[Employee Name], no." I said, "Yes, take it as a blessing from God, take it and if you need anything else let me know."

Derrick Campbell: Okay ... Just a minute please. Let me move you forward because we're a little bit ...

[Employee Name]: We'll be here 3 hours don't let me keep on talking.

Derrick Campbell: We only have like 3 or 4 more questions. Describe an incident in which difference in culture had an impact in developing positive workplace relationship. Differences in culture could mean gender it could mean ethnicity, nationality, so it doesn't necessarily you know.

[Employee Name]: Culture. Does it mean bad habits, culture street slang?

Derrick Campbell: Across different culture, yes.

[Employee Name]: Okay so we can talk about that real fast. I had a guy who used to use the N word all the time in the lunch room and I never accepted that, ever, to this day, not even my house my kids, never. Walked up to the guy one time, his name is [Employee Name]. I said, "[Employee Name], why the N word? Why?" "Well that's the way I talk and I'm black." I said, "Listen, stop, you're offending other people." Sye [Employee Name] a gentleman he's black, he came up to me and said, "[Employee Name], let me shake your hand." I shook his hand. He said, "My grandparents who went through all this and I got to hear it everyday here, you're the first guy who ever said anything." It's because yeah I know the history and these guys don't.

I pulled [Employee Name] to the side, I said, "Jackson, what are you teaching your kids?" He looked at me he was like, "Oh my God Irving." I said, "Yeah [Employee Name], you're poisoning them with that word. Did you even look up the history of it, it's bad, it's sad. I don't care what color you are." Every time [Employee Name] used to walk into the lunchroom the white people used to put their head down like this. [Employee Name] has his past, strong guy. [Employee Name] changes his culture in a way because he didn't think about anybody else. White people that don't like blacks.

Real quick this man had his appendix blew up on him almost died. He was covered up in Cooper hospital. I do this I go see employees in the hospital. I do it on my own time I do it because I'm [Employee Name]. Walk in his wife is crying, four kids are crying, he looked up. Every word out of [Employee Name], every 3rd word is bad, dirty. He looks up, covered up and shaking he's like "What the F are you doing here?" Blah blah, I walked up to him, "[Employee Name] why are you cursing you got your kids right there, you almost look at you you're dying brother." He's like, "Why you come see me I'm nobody." I say, "What you mean you nobody, you're somebody you got your kids right there look at your wife, she's pregnant." He says, "But you you're an important guy on the job." I said, "I'm not on the job, I'm here with you in the hospital right now because I care for you and I care for your family you know don't do that let me pray for you a little bit, hold up a second." Leaned over his head started praying with him he was crying he was shaking. After I left I gave him a hug and I looked as his wife and said, "If you need anything from me you let me know I'll be here for you."

Since that day when he come back here after he was out for a few months came back here that [inaudible 00:23:07] changed. I say the blacks. That thing just went like this no more N word, total respect. I think that was the culture or a habit a bad habit that was broken. Because somebody took the time to say stop.

Derrick Campbell: Let me ask you two more questions and you've already eluded to it, but I want you to be a little more specific. How do you verbally communicate with other employees?

[Employee Name]: I have a high respect for each of them, I talk to them in a low tone of voice even if it's an argument I have learned through the years of experience on the floor that we all need respect. My education was from the streets, fights, jail, but that was then. I used that as an example now and don't think that I will lie to HR. When I was the chief [Employee Position] get out of my office. I was thrown out several times when you feel better we'll talk. Too nervous too passionate for other employees. I

owe a lot to her. She changed the way I express myself especially to management. It was totally different when I used to relate to an employee. Don't think everything was roses. I learned through the years how to express myself to employees and management.

Derrick Campbell: How do you non verbally communicate with other employees?

[Employee Name]: What that means?

Derrick Campbell: How do you communicate with them without talking?

[Employee Name]: Without talking? I do a lot of hand gestures, with the noise go around them pat them on the back.

Derrick Campbell: Thumbs up?

[Employee Name]: Thumbs up, great job. When something happens, this mean we going to talk about it.

Derrick Campbell: Your hand kind of flips together.

[Employee Name]: Yeah we'll talk about it. I don't like to throw my hands up in the air, that's discouraging to the other person. I usually don't use too much body language I like to walk up to a person and talk to him. If a supervisor can't handle the situation, which I'm working on a couple of supervisor at this time that how to deal with different situations. I learned a lot with Simmons. Taking leadership class and a lot of things. I have taken the ball to the end zone a couple of times you know.

The final thing that I want to tell you is I'm a total dedicated person to the members and this company. I'm straight up. You are never going to meet a guy that's as simple as me.

Derrick Campbell: Finally I just want to ask you is there anything we haven't covered or you would like to talk about that you would like to add.

[Employee Name]: I would like to add that I think that I've touched briefly about top management. I think that the chain of command here is based on two and it's sad when I as a [Employee Position] have to find out information from employees because they tell me Irving you know this is going to happen, I say no. I don't get communicated, I get shut off a lot, they're not open to me and personally I feel like in that side because that's the way they are. At one point I told them one time I said listen if you want me to be a [Employee Position] I'll be a [Employee Position] because that's the way I feel. The title and the money tells me different, but the way I'm treated I feel offended sometimes, but you know what once I

walk into that plant that's my world. Everything goes away because I like to get involved.

I like to get involved with people are frustrated, go take a break I'll watch your machine. [Employee Name] go. That's how I develop myself and develop my self relationship with people because I care for them. Top management will be like why you not running, one machine is broken, what you doing. No that man been there for 12 hours you come out there you don't even know what's going on you don't even know what the root cause is. I want to finalize with that.

Derrick Campbell: Okay so let me shut this down. Like I said ...

***Employee I***

- Speaker 1: Let me get started here. So, [Employee Name], right? First of all, I need to ask you [Employee Name], is it okay for me to record your voice today?
- Speaker 2: Yes, it is.
- Speaker 1: Okay. So let's start. The first question is to describe an incident that resulted in a workplace disruption between employees.
- Speaker 2: Between office or office and warehouse?
- Speaker 1: Doesn't matter.
- Speaker 2: Let's see. Workplace disruption. That would be for the people in the plant, to where they start complaining about something, supervisor looks at them like they're really dumb enough, they come out and start, because everybody talks to me, so it's like "Do you know they don't listen to this, and they don't do that, and they don't hear what we're saying" and I'm like "okay".
- Speaker 1: So can you give me a specific example?
- Speaker 2: Let's see. We have [Employee Name], on supervisor and [Employee Name], is asking a simple question and he turned around and looked and was like "you shouldn't be doing this" and walked away. She was like "Really? Come on, you're supposed to help me." According to her, they don't listen to what they're saying out there.
- Speaker 1: So you're saying the employees ...
- Speaker 2: Was very upset.
- Speaker 1: The supervisors really don't listen to what the employees are saying.
- Speaker 2: Right. They're not lending their ear to actually help them, which I think they should.
- Speaker 1: So when that person was conveying that message to you, how did that make you feel?
- Speaker 2: Upset because they're getting upset because then they're not doing their job the right way, and it's like, well then say something, to who? They're not listening.
- Speaker 1: Okay, okay. What would you say would have been the best way for that circumstance to be handled?

- Speaker 2: Best way would have been to at least let the supervisor know, take the time and listen to the person, to what they're saying. Don't just say, you handle it and walk away. That would be me.
- Speaker 1: What would you recommend that employees would do to avoid workplace disruptions with other employees?
- Speaker 2: To me, to be open and honest and communicate.
- Speaker 1: Okay.
- Speaker 2: That would be one thing everybody needs to do.
- Speaker 1: It sounds like you already said that they're communicating, but it looks like it doesn't have a positive outcome.
- Speaker 2: Right.
- Speaker 1: So what else could they do pre-communication?
- Speaker 2: Pre-communication, they can't solve it themselves, so they still need the help either way that you look at it. The next step would be to go to the plant manager.
- Speaker 1: That sounds like a fair answer. Is there anything that other employees that you know that do to avoid workplace disruptions with other employees?
- Speaker 2: They try not to talk to each other.
- Speaker 1: So they don't communicate. Okay.
- Speaker 2: Yes, that's a definite.
- Speaker 1: Now, do you have a person that you report to?
- Speaker 2: [Employee Name].
- Speaker 1: [Employee Name], okay.
- Speaker 2: [Employee Name], [Employee Name], [Employee Name], yes.
- Speaker 1: How do you develop a positive relationship with him?
- Speaker 2: Being honest and telling him what I think.

- Speaker 1: When you're interacting with him and you're doing what it takes, how does that make you feel?
- Speaker 2: Confident, enough that he trust me to do what I need to do.
- Speaker 1: The way he responds is that he responds that he's confident?
- Speaker 2: Yes.
- Speaker 1: That's good, very good. Do you have anybody that reports to you?
- Speaker 2: No.
- Speaker 1: Do you have co-peers, co-workers?
- Speaker 2: I would say no.
- Speaker 1: Let's look at number 11. It says describe an incident in which differences in culture had an impact on developing positive workplace relationships, and it could be gender, it could be ethnicity, it could be nationality.
- Speaker 2: No.
- Speaker 1: So you don't think culture has an impact?
- Speaker 2: No, oh no.
- Speaker 1: You never seen that before?
- Speaker 2: Oh yeah, I've seen it.
- Speaker 1: So what happened in that incident?
- Speaker 2: Let's put it this way, people think that they know everything and they get very upset about it because they think you know too much, you not saying anything to anybody, so they get upset about it, then they look at you like why didn't you say something. Because it's not for me to say. It's not my place. If it was my place, I could say, but it's not.
- Speaker 1: If it was your place, what would you say?
- Speaker 2: Depending on what it involved, more likely somebody screaming at somebody, so it's like, excuse me, but do you think you could tone it down? They don't need to be intimidated by somebody.
- Speaker 1: So you think there's a lot of intimidation going on?

- Speaker 2: Oh in here, yes.
- Speaker 1: Really? Is it just supervisors, or is it employees?
- Speaker 2: It's employees on employee supervisor and employee, yes.
- Speaker 1: So you're saying that's just part of the culture?
- Speaker 2: In this, yeah.
- Speaker 1: Why would people, I'm just asking this now, why would people scream at each other or even think that it was okay?
- Speaker 2: That's what I was trying to figure out, but apparently they thought they had more power to do what they wanted to do, which I was like, you don't intimidate people. You don't scream at them. You sit down, you talk with them, let them know what's going on, and then get their answer what happened. You don't go and attack.
- Speaker 1: Let me ask you these last 2 questions, and this is directly towards you. A lot of times when we communicate, we either communicate from a verbal perspective or non verbal perspective. How do you communicate with other employees from a verbal perspective?
- Speaker 2: I try to be open and honest on how I feel. Sometimes people know by the look on my face to stay away, that's like uh oh. I didn't know I was showing that, and they'd look at me and say "Yeah, it's right on your face, we know to stay away from you."
- Speaker 1: So that's non-verbal communication.
- Speaker 2: Yeah, both ways.
- Speaker 1: Okay, that's fine. When people know to stay away from you, what do you think they're saying?
- Speaker 2: She's mad, did I do something wrong?
- Speaker 1: Sounds good. Before I close this interview, is there anything that you would like to add?
- Speaker 2: I just wish communication would be open and honest with everybody not just with certain people.
- Speaker 1: Now when you say certain people ...

Speaker 2: I guess supervisors, human resource, plant manager. We need to know up here what's going on, out there too, as they need to know what's going on up here, so they would know out there.

Speaker 1: So when you say up here, you mean ...

Speaker 2: Office.

Speaker 1: For me, now I don't know a lot about it, but I do know there's a plant, there's upper management for the plant, and then there's you all, and I never understood how you all fit into the picture.

Speaker 2: And that's where I'm trying to get the communication to open from management to the plant and the plant to the management to office.

Speaker 1: Office.

Speaker 2: So everybody knows what is going on, what's transpiring, why isn't this happening? We've got accounting that has to deal with everything that goes on out there, we have inventory that has to know what's going on out there. So we need to know exactly what's happening.

Speaker 1: You all don't sit in on any of the production meetings?

Speaker 2: Nope.

Speaker 1: You've never been invited?

Speaker 2: Nope.

Speaker 1: I'm a problem solver, so I'm just looking at some solutions. [Employee Name], I'm going to stop the tape right now.

Speaker 2: Mm-hmm (affirmative).  
PS: when does the communications become important is when the office starts changing office personnel without notice and then everybody starts to panic and say so many stories that it just gets confusing ,should have had a warning on what was going to happen in the office. Like a general meeting would have been good just the basics of what was going to happen , so in the long run communication was missed

***Employee J***

- Interviewer: We have [Employee Name] here. First of all Paul, I would like to ask you is okay for me to record your voice?
- [Employee Name]: As long as it don't go anywhere between me and you.
- Interviewer: You do understand that other people will look at the transcriptions, but there will be no references made to you.
- [Employee Name]: Well they'll know my voice.
- Interviewer: No they won't even get the voice.
- [Employee Name]: Oh.
- Interviewer: I keep the voice part.
- [Employee Name]: Okay, that's what I mean.
- Interviewer: They just get it..
- [Employee Name]: I'm fine with this as long as it just stays between me and you.
- Interviewer: That's fine, okay.
- [Employee Name]: Just so you can use this to go back and..
- Interviewer: This is what we're doing. We're collecting baseline data because we don't want to shoot in the dark.
- [Employee Name]: Right.
- Interviewer: We want to solve the challenge and then move it forward. Let me ask you the first question. Describe an incident that resulted in a workplace disruption between employees.
- [Employee Name]: Lately it was [Employee Name] and [Employee Name], they got fired for improper lock out tag out.
- Interviewer: Okay, so how was that..
- [Employee Name]: That would be the most recent.
- Interviewer: Now how was that a disruption between employees?

- [Employee Name]: Because of what they did, it's been common practice per say throughout the maintenance department for years, so that it's..
- Interviewer: Now when you say it was common, what was the common practice?
- [Employee Name]: That when they were working on the free [up on 00:01:27] pump, you have the operator on a panel, you turn it with pipe wrench and then you have the operator bump it to make sure it runs, jump it because sometimes they just get stuck. Other than that, if they were more involved in it then you lock it out when you have to go inside the pump itself.
- Interviewer: Okay. How would you say it was a clash or a disruption?
- [Employee Name]: Once they got fired for doing that thing that everybody else had done everybody was all mad and really to quit because it's old people, people that have been here awhile. It's hard to make people change. That's where it comes down to and you have a lot of people that have been here a long time, we've done things certain ways, all of a sudden they come up with a zero tolerance for this, zero tolerance for that and it's just real hard to get them to conform right a way.
- Interviewer: Right, okay.
- [Employee Name]: Just right up firing right a way, is not the proper way to do it in my eyes. You talk to them, you give them a write up, a verbal write up, you give them three days off, but you say, "Look this is it." You get the whole department together, you say, " This is what happened, this is the deal, this is what's going to happen." Not just straight out fire them both.
- Interviewer: Okay. You're really talking about the discipline process?
- [Employee Name]: Yes.
- Interviewer: Okay. What I'm trying to focus in on..
- [Employee Name]: That has to do with everything here though.
- Interviewer: Yeah I don't disagree, I know enough about the plant to know that, that is something that helps with production.
- [Employee Name]: Yes.
- Interviewer: What I'm trying to get to is when two employees have a clash.
- [Employee Name]: Oh okay, I got you.

Interviewer: Do you know of a recent incident, and it could be supervisors, it could be employees, it could be..

[Employee Name]: Well I had a ... Not a clash but I had my thing with me having to cover for another supervisor, yeah.

Interviewer: Okay, so you and that supervisor had a clash?

[Employee Name]: Well we don't talk because we're on opposites of each other, it's just that I ended up going to [Employee Name] and to [Employee Name] and [Employee Name] because I'm working the whole summer. He ended up with so many weeks more then he supposed to have and I have to cover for them. Now that they've made a thing to where we're going to work twelve hour shifts, we're going to take twelve hours for our vacation. They worked it out to where not going to completely get screwed again. I'm all right with that, it didn't have to work for him. I didn't deal with him directly but I did go through a process after awhile of getting corn holed that I just had enough.

Interviewer: Okay. Anybody else have a clash?

[Employee Name]: In the shop there's always little mini clashes because of the different personalities.

Interviewer: Give me an example of a clash with the personals?

[Employee Name]: [Employee Name] when he's on shift with [Employee Name]. [Employee Name] is old as dirt, getting ready to retire, probably should have retired.

Interviewer: Okay. What happened?

[Employee Name]: When you're on shift all the mechanics go to breakdowns. [Employee Name] sits in the break room or on the package line and just watches everybody run all over the place and don't help but it's not good because the other guys get pissed off because when he has an issue he wants people to come help him. Sort of like one hand washes the other thing.

Interviewer: Right.

[Employee Name]: Like I said there's a lot of different personalities, there's a lot of different levels of skill, skill levels, which makes it difficult sometimes, because everybody thinks everybody is supposed to be ... Well we've got, [Employee Name] is a general, he's still learning and then you got [Employee Name], he's been here awhile. He's always talking about everybody. I mean everybody has their own little ... It's like Peyton's Place in there. It always has been, always will be. That's just

maintenance departments in general.

Interviewer: You were watching this person who wasn't, and I'm just going to it in this term, who wasn't participating like the other employees?

[Employee Name]: Yes.

Interviewer: When you were observing that how did that make you feel?

[Employee Name]: It sort of upset me.

Interviewer: It upset you?

[Employee Name]: I went over there and got on his ass, and not..

Interviewer: I know, I know.

[Employee Name]: I went over there and told him, "When that light goes off I don't care where it is you need to go to it. I don't care if you're there to hand him a rag, hold the flashlight, you need to be involved to show participation. You can't just be over here on your own little island," and that's how I try to curtail a lot of this stuff. Some of the guys, they have issues with certain people not doing this, doing that. I get them to all to work together. If you guys all have issues you work together now, you can't bitch because you're both working doing the same thing at the same time because right now with the lack of personnel they're floating all over the place. They're not always the same guys on the same shifts. Packaging guys, they're rotating and processing guys who are rotating. Boiler guys were rotating, now they're back on regular shift.

That has a lot to do with some of the crap that's going on because they're getting tired and heat. There's a lot of variables in some of it. Some of it's just plain old kiddy stupid shit that I don't like to deal with. I have to deal with it but no reason..

Interviewer: Like what?

[Employee Name]: Just your day to day, "He's not doing this," and blah, blah, blah. It's like, "Dude, you're always sitting here having a smoke, he goes out and has a smoke," it's just stupid little child shit. They nitpick back and forth. I call it, it's like kiddy daycare but it's adult daycare. Maintenance people are funny little critters. They all have different personalities and you got to learn to blend them together so where that they ... It takes a while.

Interviewer: Is that how you would say you handle those workplace disruptions?

[Employee Name]: Yes. I get them both together and I talk to them first of all. I said this is got to stop. I don't want to hear it. I don't want to say it. If it keeps go on, we're going to have to go to a different level.

Interviewer: How do they respond to that?

[Employee Name]: Not real good at first. Everybody in the shop respects me because they know I'm fairly lenient, I'll work with you to a certain point. After that certain point, if you ain't listening and you ain't doing I'm going to take it to the next level. I try not to ... Discipline is not always the right way to go but sometimes you have to go that way. I try not to go that way first of all. I try to get them to actually go to where I want them to go, lead them.

Interviewer: How do you think they feel about you?

[Employee Name]: Some probably don't like me but most of them do I think to a point. They respect me because I'm there, I listen to them, I help them. I'm there for them when they need me and they're there for me when I need them. That's how I know it because we do that supervisory thing and everything every year but that's the way I am though. If I'm there for them, they're always there for me. If they have a problem, they have an issue, they don't understand something, I'll take the time and train them and show them and help them. They appreciate that. I don't care if you've been here a day, if you've been here 25 years, if you have a better idea than I do, I'll listen to you and we'll try it if it's better than my idea.

Interviewer: Other than discipline, let's say none of those strategies for you is working for one of the people there, then what's your alternative?

[Employee Name]: Write them up or let them go. You can only go so far. You can take it to ... You can write them up and they're still going to do the same dumb shit. You got to let them go.

Interviewer: Is it true right now they're reporting to you? Is that true? You're the boss, right?

[Employee Name]: I'm the supervisor.

Interviewer: Who's..

[Employee Name]: [Employee Name].

Interviewer: [Employee Name], okay.

[Employee Name]: He's behind me.

Interviewer: Are there other supervisors?

[Employee Name]: Yes, there's 4 of us.

Interviewer: There's 4 maintenance supervisors?

[Employee Name]: Myself, [Employee Name], [Employee Name] and [Employee Name].

Interviewer: Let me see if I can change the conversation a little bit. Considering those people, they're you're peers, all right?

[Employee Name]: Yes, they're equal.

Interviewer: Would you say production supervisors are like your equals?

[Employee Name]: No.

Interviewer: Let's consider your peers only, how do you establish a positive workplace relationship with them?

[Employee Name]: With production people?

Interviewer: No, with your peers.

[Employee Name]: With my peers?

Interviewer: Uh huh (affirmative).

[Employee Name]: I answer any questions they might have. I help them try to understand how we do things, the paperwork, everything. I'm always there for them. If they have a question they call me at home.

Interviewer: When you're establishing those positive relationships how does that make you feel?

[Employee Name]: It makes me feel good because if I get them to do what I'm doing then they won't be calling me all the time at home, if you know what I'm saying.

Interviewer: That is funny. That is really funny.

[Employee Name]: If people have a problem, they don't understand, you teach them, you train them. Then eventually you don't have to teach them and train them, you can get them to teach and train other people. That makes my job a lot easier. That's one less thing I have to do. I just have to oversee it, now

I don't have to do it.

Interviewer: That's a good analogy because it leads into the next question. You have certain people that report you to, right?

[Employee Name]: I do, yes.

Interviewer: How do you establish a positive workplace relationship with them?

[Employee Name]: How do I do that? I explain to them what their list of things to do in the day. I said, "If you have any problems get a hold of me and I'll go out there and work with you. If you don't know what you're doing, that's fine, we'll work through it together and that way training."

Interviewer: As you're establishing and you're doing that what are you feeling?

[Employee Name]: Productive? Actually, I feel like I'm doing my job. That's my job is to be there for them, supervise them, train them, mentor it because there's certain things you got to do certain ways and if you have other people certain mechanics get lazy. Short cuts don't work. You need to train them the right way to do it.

Interviewer: When you say short cuts, I use to work in a manufacturing [inaudible 00:12:48] and I use..

[Employee Name]: You're going to do a line set up, right? Say it's a bottle set up. You're going to use that bottle to set it up and make sure everything's right, all your rails, your height, everything's set up. Some guys go, "That's close," and then when you start up you spend the next three hours trying to set the damn thing to get it to run right. Your set up's not right. I train them to use cans for their heights and everything so that when you start up it should just start up. There's minor downtime. You teach people certain ways to do things and then eventually they'll go, "That's really a lot of work I'm going to just do this or this," because it's a shortcut, it's just as good, but no it's not. There's a reason why we show you that, that and that.

Interviewer: Eventually it affects production? That's what I'm..

[Employee Name]: Exactly. It affects production and then you get to the point where you don't want him to show anybody anything because he's showing them the shortcuts. I don't want to show them the shortcuts. I want to show them the right way to do it. You get what I'm saying there?

Interviewer: I get what you're saying.

- [Employee Name]: [Employee Name] used to tell me a lot, "It's not your job." Yes, that is my job. As a supervisor I am supposed to be there. I'm supposed to be able to train them and answer their questions and mentor them. That's in my eyes maybe and other people's eyes supervisors should be doing other things besides doing my paperwork and everything else. That's why I usually spend about 14 hours a day here, 13 hours a day. It's part of what I signed on for when I took the job.
- Interviewer: Okay, that's great. Let me ask you the next question. Are there any incidents where you think that culture, people's differences in culture, had an impact on developing positive workplace relationships? Culture means gender..
- [Employee Name]: I know what that means.
- Interviewer: It means ethnicity.
- [Employee Name]: We have had a few, not many.
- Interviewer: Give me one example.
- [Employee Name]: [Employee Name] when he worked here.
- Interviewer: [Employee Name] is? What's his..
- [Employee Name]: He was an electrician.
- Interviewer: What's his ethnicity?
- [Employee Name]: Black. He had a chip on his shoulder like, "I'm black and I should get this and that," you know what I mean? I don't know how to put that way.
- Interviewer: You think he felt entitled?
- [Employee Name]: Yes. I don't entitle anybody of anything. I don't care what color you are, how many eyes you have. I treat everybody the same, period. That's the end of it. That has nothing to do with anything. Your skill and how you do your job is all I care about.
- Interviewer: What happened?
- [Employee Name]: I had to end up writing him up for, I forget what it was, or maybe it was lateness's or tardiness, and he goes, "If I wasn't," like that, "If I was a different color that wouldn't have happened." The hell it wouldn't of. It don't matter. If you're not here, I don't care what color you are, if you're not here, you're not here. We don't need you. We need people to show

up. I dislike that very much. I'm not going to lie to you. I don't care what color you are, anything, I don't like people using that as a pry or a whatever, excuse. There is no excuses. We're here to do a job, period and he's probably ... I've had other people do the same thing to me throughout the years and it's like, "Really, dude? Are you getting me? When have I ever done anything to even make you think that." "Not really, but still." No, there is no ... You can't use that through your whole life, you'll never go anywhere. I don't care if you're white, black, orange, green, get over it, do your job.

The sad thing about it is the kid was good. He was fairly smart if he would have just applied himself and came to work.

Interviewer: It sounds like you may believe that culture may have a lot to do with some things?

[Employee Name]: Yes.

Interviewer: The differences in culture?

[Employee Name]: I'm not going to lie to you there's people that are prejudice and you're not going to change them. I'm not sure about the shop because they all try to get along.

Interviewer: Those people, let's not mention any names, but those people do you see them having positive interactions with people?

[Employee Name]: Yes, pretty much. They all pretty much get along.

Interviewer: They keep it to themselves?

[Employee Name]: Yes, you just see certain things sometimes and I'll just pull them aside and say, "I don't know what you're thinking or what but you do it again and I'm going to have to let you go." It's as simple as that. I don't deal with that. This company should not have to deal with that. It's that simple. Maybe I'm wrong, I don't know but that's the way I look at it.

Interviewer: That's your opinion, right?

[Employee Name]: That's my opinion.

Interviewer: That's what I'm looking for today, you're opinion. Your opinion is really valued. Let's do the last two questions and then we can close out. This is you personally. We communicate with people two different ways. We either do it verbally or we do it non verbally. How do you verbally communicate with other employees?

[Employee Name]: I usually call them up to my office and have them sit down and we'll talk about whatever's on my mind or whatever I've seen and let them know what I expect from them, my expectation. When I'm all done I ask them if they have any questions and we'll go through it and talk about it. Sometimes I'll tell them I'll work on that, sometimes it's me, it's not them because I'm known to be a little over bearing.

Interviewer: Do you have to ever verbally communicate with other employees that may not be part of the maintenance?

[Employee Name]: Yes. I've dealt with people on the floor as far as production people, safety glasses or they ran into something or something, and they'll come and tell me, I was like, "As long as you are honest with me, I have no problem with it. We'll work through it. If you lie to me and I find out, then you're done." I don't like people that guy, there's no reason to lie. That's the way I was raised.

Interviewer: Let's do the last one. How do you non verbally communicate?

[Employee Name]: I very, very seldom non verbally communicate, through e-mails is about it. unless I have to write somebody up or whatever I do a write up form. Sometimes I'll do memo's for the guys to put in down there or certain things need to be cleaned or we need to do this or do that, but very seldom. I always like to do it personally, face to face so there's no lack of communication. I feel that face to face verbal communication is much better because there's no loss of "I thought you.." There is none of that. This is what I said and you agreed to it.

There's time where we'll have to talk to them, Dan never presented anything to them that was part of this problem. He never had meetings with the guys. He'd just give us a piece of paper, "Here have him sign it." You can't do that. You got to actually explain to them what the hell you're signing and the reason for it. Sometimes we'll have stuff like that, that's not non verbal.

Interviewer: When you said he had you all sign something..

[Employee Name]: When they had the lock out, tag out, they got to read lock out, tag out thing.

Interviewer: You're saying it was an enormous document?

[Employee Name]: It was just a page or two yes and then they signed their name, which is fine but you should have at least had another ... You should have had them all back together again and explain what happened and what the

reason is.

Interviewer: You think they should have had an in service?

[Employee Name]: Yes, met by the maintenance manager. He needed to get everybody together and explain to them. Sometimes the maintenance manager actually has to oversee everything and set everybody down and say, Look, this has gotten out of hand," blah, blah, blah. Just having everybody sign a piece of paper don't mean diddly shit.

Interviewer: Before we close this interview is there anything additional that you would like to add?

[Employee Name]: No, just need all the politics crap to stop and just run the plant.

Interviewer: When you say politics, because I'm not a political person?

[Employee Name]: There's a lot of discontent between production and the front office and us and it' just seems all over the place.

Interviewer: How would you propose solving that problem?

[Employee Name]: Number one, production has nothing to do with maintenance. We'll go back to where we were years ago where production supervisors don't tell maintenance people what to do because we're there as a service, that's what maintenance is. It's a service to them. Our job is to repair machines and it's gotten a little bit to where you've got your superintendent, you got more people ... Everybody get titles here and they're over and they get a big head. You can't tell somebody if you don't know what the hell you're doing. If you don't know anything about maintenance you shouldn't be telling maintenance what to do. We have people here for that. We have maintenance supervisors.

Interviewer: You're saying that sometimes other supervisors will tell you how to try to fix the machine?

[Employee Name]: Yes, or, "You got to hurry up," blah, blah, blah. Get your chest back in dude, you're nobody to me because we're here to do a job. We're here to support you. Why you pushing it and pissing everybody off and stirring the pot ain't getting it done. You get people mad they can slow down or they're going to stop and walk away. I will. It's better to walk away than to let it escalate, cool down and then you come back and go back to what you're doing and I tell my guys that, "If you get to the point where you're going to ... Walk away. I don't care he says, what he's doing just walk away. Get away from it and then come back later. Cool down and then come back. I don't care. We'll take care of that. Let your supervisor

know," and that's the way it should work. You don't want to get in a shouting match on the floor and get everybody bent out of shape because some of them just don't think that they, they're, "I need my number." You ain't going to get your numbers until it's fixed.

Interviewer: There are shouting matches on the floor?

[Employee Name]: Occasionally.

Interviewer: How do you normally resolve that?

[Employee Name]: I just walk away. I told them, "When we're done I'll let you know." It's as simple as that. I don't try to get into shouting matching. Sometimes I walk into a situation and a supervisors like, "We checked that." I said, "I'll check it myself." He said, "You don't talk to me like that in front of these guys." I said, "Then you shouldn't open your mouth." When we come into a job, you tell us what the problem is and let us do our job. Don't try to tell us how to do it. [inaudible 00:24:12] it's like all you're doing is getting everybody all cranked up. Sometimes maintenance people are a little temperamental. I'm not going to lie to you, like little frickin babies. They just run around without the diaper.

Interviewer: I'm going to stop this recording and I just want to say..

**Employee K**

- [Employee] We were blue.
- Derrick: Okay, so I am sitting here with [Employee]. [Employee], the first question I need to ask you, is it okay for me to record your voice?
- [Employee] Sure.
- Derrick: Okay. Thank you very much. The first question says describe an incident that resulted in a workplace disruption between employees.
- [Employee] I don't know what you mean by disruption.
- Derrick: Well, it could be a disagreement, it could be a conflict.
- [Employee] I don't have anything for you.
- Derrick: None you've ever seen?
- [Employee] No, no. Not really, I mean-
- Derrick: People here are very well behaved?
- [Employee] I didn't say that. I haven't seen any disruptions.
- Derrick: No disruptions?
- [Employee] No.
- Derrick: Have you ever seen anybody arguing with each other? Could be supervisors, it could be management, it could be employees?
- [Employee] Minimally, but nothing that really sticks out.
- Derrick: Okay.
- [Employee] You know what I'm saying? Nothing that really sticks, I was going down this list, between the employees, I really haven't seen it. I'm maintenance, I do my job.
- Derrick: Right.
- [Employee] Okay I get my job done.
- Derrick: Okay.

[Employee] Nobody argues with me when I'm doing, I know what I have to do.

Derrick: Let me ask you this question then, why is it that nobody argues with you?

[Employee] Maybe, because they, I think they know what I'm doing.

Derrick: Okay.

[Employee] Do you know what I'm saying? I think I'm good at what I do.

Derrick: Okay. Normally when a person is good at what they do, people respond to them-

[Employee] Well, they believe me, I think. You know what I'm saying? I'm doing a job, let's just say somebody asks me if I can do this? Let just say supervisor, they ask me to do it, well if I can do it, "Sure." If I can't, then I'll tell them, "This is why I can't." Nobody ever ... I don't shy away from work, I got no problems with that, so I guess they believe what I say, I'm guessing.

Derrick: Okay. Are you aware that there is some tension?

[Employee] Oh, absolutely there's tension out there.

Derrick: There's tension out there?

[Employee] Sure.

Derrick: What's mainly some of the tensions?

[Employee] The tension is that the people don't feel respected out there.

Derrick: Oh, okay.

[Employee] From upper management. They're just not respected.

Derrick: Okay, so it's-

[Employee] We're just a piece of ... This is the consensus of everybody, that they don't think they're worth anything. You're just a number. Boom. You're out the door in a second, it doesn't matter what you do. I mean, do you know what I'm saying?

Derrick: Okay.

[Employee] They'll replace you in a second.

Derrick: They're quick to fire people?

[Employee] Yes.

Derrick: Okay.

[Employee] Yes.

Derrick: I know there was one recent disruption. I think it was ... Was it between production and maintenance?

[Employee] Well, it could have been, yeah ... Well, you're talking about the Charlie incident, when Charlie was fired?

Derrick: I think so.

[Employee] Yes, okay, and that was just the most ridiculous thing I've ever seen in my life.

Derrick: Why do you say it was, "Ridiculous?"

[Employee] Because it's something that we all have done, the way we did the job. Supervisors have done it that way, they've all done, we've all done it. Production people have done it. It's not an unsafe act.

Derrick: Okay.

[Employee] [This 00:03:16] came down and just fired him immediately, when the people that fired him have done it, too.

Derrick: Wow.

[Employee] That was a real [nail 00:03:26], really, in everybody in the entire plant, the entire plant got in on this.

Derrick: Okay.

[Employee] Okay, when they thought, they just could not believe, and we all couldn't believe what had happened. I mean, a petition went all around, everybody was signing it. Not a petition, but everything was saying it to the Union, "This is ridiculous."

Derrick: Okay.

[Employee] We do this. This is what we do. Okay, mistakes can be made. They should

have made it completely right, and it would have gone away. They didn't.

Derrick: Okay.

[Employee] Okay, they fired [Employee] and [Employee], and they were out for a week maybe, it might even have been two weeks they were out for, and they knew they were wrong. Okay, after everything came down. They realized they should have [given 00:04:02] [them 00:04:04] with pay. They refused it, so they didn't make it right.

Derrick: Okay.

[Employee] These guys lost two weeks pay-

Derrick: Okay.

[Employee] For a mistake that shouldn't have happened, and it wasn't made right.

Derrick: Okay.

[Employee] I think, again, just that one little extra step, everybody makes mistakes, one little extra step with pay, [boom 00:04:22]. Everybody would have been ... I think it would have brought the [level 00:04:24] right back up, but it left a sour note in everybody's mind.

Derrick: You're saying that when it comes to workplace relationships, there's a big disconnect between upper management, and the employees?

[Employee] Absolutely.

Derrick: What recommendations would you make for upper management?

[Employee] Well, first of all, you don't jump to conclusions.

Derrick: Okay.

[Employee] You investigate. You investigate. You call people in, "What's going on? [inaudible 00:04:54]. Instead of firing him right off the freaking bat, you know, you just don't do that.

Derrick: Okay.

[Employee] For somebody's job, this is their livelihood. You find out what the truth is. Had they done that, it never would have gone that far.

Derrick: Okay. What other things could they do?

[Employee] Well, they could have, in the very beginning, okay, now we're all on this big safety kick now.

Derrick: Okay.

[Employee] They need to go around and make ... What do you call them? The way we do our jobs ... Our ... I can't think of the term we use here. That the job description, or how you do a job.

Derrick: Okay.

[Employee] They should go around and have that written down. Now we all know not to do that, because they don't want it done that way.

Derrick: Okay.

[Employee] Now we know.

Derrick: Okay.

[Employee] Do you know what I mean? It's [been 00:05:39] [up 00:05:41] years and years that we all do this. There's a lot of things we still do a certain way, they don't want it done. Well, they should look into everything that we do, and have a plan for us. How do we do this job? Then we all know.

Derrick: You're saying they should conduct a job audit?

[Employee] Right. How is the job done correct, with everything? That's something they're going to get by, but you got to look into it.

Derrick: Okay, okay. What else? Is there anything else you would recommend for them? Because from what I understand, they do some things that are pretty good.

[Employee] Right, but when they do a bad thing, they do it bad.

Derrick: Okay.

[Employee] Do you know what I'm saying?

Derrick: You're saying they're good at being bad?

[Employee] No, I'm just saying ... This was a real blow. I'm just saying. This was a serious blow to everybody's morale.

Derrick: Okay.

[Employee] Production's, maintenance, everybody, for that to happen. When we had all the production people actually sending letters to the Union, because they had to defend him. I mean, everybody, so this was a serious-

Derrick: How do we heal this? How do we ... The damage has been done, how do we heal this?

[Employee] Well, you just don't ... First of all, don't let it happen again.

Derrick: Okay.

[Employee] Okay, something like this, you can't let that happen like that again, and then I guess, it'll eventually go away.

Derrick: Okay.

[Employee] Things get [inaudible 00:07:01], it eventually goes away.

Derrick: Now, I think, from what I understand, sometimes they have cookouts, and stuff like that. Do you think those type of things help?

[Employee] Sure, absolutely.

Derrick: Okay.

[Employee] Absolutely. They don't do it enough.

Derrick: Okay.

[Employee] They don't. The last place I used to work, I worked at a place for 25 years, and those little things, they'd have pizza once a month or whatever. They'd bring pizzas in, and it's a small thing, it's not a whole lot of money, and you know what? People look up to that. They like that.

Derrick: Okay.

[Employee] They like those little things. It's not a big deal. It's not a lot of money. It's the people. They like it.

Derrick: Okay. Okay. Let me move this forward, so you are one of the maintenance employees?

[Employee] Correct.

Derrick: You report to a supervisor?

[Employee] Correct.

Derrick: My question is going to be, how do, or what do you do, to ensure that you have a positive working relationship with that supervisor?

[Employee] I do my job.

Derrick: Okay.

[Employee] That's what I do. That's my ... They give me respect, and I respect them. You're going to get ... I'm going to respect you until you do something that's not going to allow me to respect you.

Derrick: Okay.

[Employee] I respect their authority, and I do my job, so I don't have any problems with any of the supervisors, and I don't have any problem with any of the production supervisors.

Derrick: Okay.

[Employee] I do what I got to do.

Derrick: Okay.

[Employee] I've been doing it a long time, and-

Derrick: You said you've been here for eight years?

[Employee] I've been here for eight, but I've been doing it 25 years before this in maintenance.

Derrick: Wow.

[Employee] My entire life. I'm 57 now.

Derrick: Okay.

[Employee] My entire life, this is what I've been doing.

Derrick: Okay. When it comes to the workplace relationships here, what kind of conclusion would you make?

[Employee] A lot of politics, there's a lot of politics here.

- Derrick: Now is that politics amongst the employees?
- [Employee] Amongst upper management.
- Derrick: Okay.
- [Employee] Here's my philosophy is, really for here. You got to stay under the radar. You do your job, you stay under the radar, you don't make any big, and then everything goes fine. Once you start making waves, once you start voicing, now you're on the radar, and people tend to look at you.
- Derrick: Correct me if I'm wrong, so what I think I hear you saying is that, "The employees don't have a voice?"
- [Employee] No, no, no. They really don't. Again, everybody feels like ... Nobody has anything nice to say anymore. Everybody's ... It's not just that, we're all stressed.
- Derrick: Why are you-
- [Employee] We're all stressed out. I have been working ... We've been working, because our maintenance department, for the entire summer, we've been short six guys. I've been working a three man rotation since February, and that's 70 hours, 60 hours, I mean that's a lot of hours a week. We have no time off because of this. We get two days off, one and a half day, it's rough. It's very hard, but we've been doing it, so pretty much everybody in the maintenance department is pretty much stressed out, and these people out here, too.
- A lot of them are working ... Somehow, they got to have people that can fill-in quickly. Like, you need some extras. I know they're running minimal. I know that's the thing, but look what it does to the people. Let's look at the, right now, I don't know all the positions that are working like crazy, but I do know the QA are working like crazy, 12 hours a day, five days a week. It's a lot. It's a lot of working, because there's nobody there. Now they're training, but it takes so long to get somebody in, and that puts a lot of stress-
- Derrick: Okay, okay. Let's shift gears for a minute here. Could you describe for me an incident in which differences in culture, and impact on developing positive relationships?
- [Employee] When you say, "Culture," are we talking race? What are we talking about? I don't know what we're talking about.
- Derrick: It could be gender, it could be age, it could be ethnicity-

[Employee] I don't, I don't-

Derrick: It could be-

[Employee] You know what? I don't see any of that.

Derrick: You don't see any of that?

[Employee] No, I don't, personally.

Derrick: Okay.

[Employee] I do not. I'm married to a Puerto Rican woman. I am not racist in any sense of the word. I get along with everybody. I don't see any of that.

Derrick: Okay.

[Employee] Period.

Derrick: Okay, that's a fair question. Let me ask you a few more questions. How do you, as an employee, how do you verbally communicate with other employees?

[Employee] I'll talk. I mean, I talk, that's all.

Derrick: I mean, some people use different type of methods of talking. Do you have anything specifically?

[Employee] No, no. When I talk, if I'm trying to get my point across, they're going to ... I will just explain it, you know? Again, I don't have a problem getting anything across. I don't know. I don't understand really. I mean, I don't have a problem with any of that stuff.

Derrick: Now you said, "You don't understand."

[Employee] Explain that. You mean like if I'm talking about a problem? I guess, we just talk.

Derrick: Well, okay.

[Employee] Do you know what I'm saying? I'll communicate. I'll tell you what's going on, the problem, the issues.

Derrick: Well, you know, some people scream and holler. Some people talk in a very low voice.

[Employee] Well, I'm loud. I'm a loud voice.

Derrick: Okay.

[Employee] It's just the way I am, period, but there's never any bad thing behind it.

Derrick: Okay.

[Employee] I mean, you know I am loud.

Derrick: Okay.

[Employee] Especially when I'm on the floor. Now I have my earplugs in, people think I'm ... I'm not hollering.

Derrick: Right.

[Employee] You have to holler out on the floor.

Derrick: That's what I hear.

[Employee] You have to, because it's just so noisy, and the earplugs, so everybody's loud.

Derrick: Okay.

[Employee] That's just the way it is, and there's so many ways to take it. [Like 00:13:00] [I'm 00:12:38] [loud 00:12:40], well then, they're mistaken, but nobody's-

Derrick: Okay.

[Employee] There was one incident where they were talking, that they tried to ... This was a while ago. When they just hired [Irving 00:12:53] as Supervisor, and it was a job that we had a rough night, and I got called to a job ... For the, same job for like the fifth time, and I had walked by. I said, "What the fuck?" I happen to walk by a supervisor. I just said it to the air. Well, they tried to get me. They tried, and did this big investigation about Scott, this and that, and every employee said, "What are you talking about?" "No, Scott doesn't ..." It was directed at nobody, it was just like a frustrating kind of thing, but not directed at anybody. I went and did my job, and every employee they brought in, because I guess they wanted to write me up, whatever they wanted to do. They said, "No. That's [Employee]."

Derrick: Okay.

[Employee] "There's nothing, we got no problem with [Employee]. [Employee] [inaudible 00:13:36]," but they took it as, just because I was loud.

Derrick: Right.

[Employee] I don't know what they thought of, but they ... That was squashed, and they did the right thing.

Derrick: Okay.

[Employee] They did an investigation.

Derrick: Okay.

[Employee] Okay, instead of just trying to ... They actually tried to pull me right into the office. okay, they tried to, right away. They tried to pull me right into the exact ... Without doing an investigation or anything, and my manager at the time said, "No. You're not bringing him into the office." He stuck up for me. He's not here anymore. He says, "First of all, there was no Union person here." Then he said, "You got to find out what's going on. Do an investigation," and they did, and they realized it was nothing.

Derrick: Okay.

[Employee] They did that right, only because my supervisor, my manager said, "No." Otherwise, they would have had me in the office.

Derrick: Okay, and you said something that was interesting to me. You said that, "You had to repair a machine five times?"

[Employee] Yeah, it was happening five times, it happened five times in a row, the same machine. It was getting clogged, or whatever, I forget exactly what had happened was, but again, it was a real long night. It was at the very end of the night, and we were very busy, so that's-

Derrick: Okay, so let me just ask you a few more questions. How do you non-verbally communicate with people?

[Employee] I smile.

Derrick: Okay, that's actually a very good answer.

[Employee] I smile.

Derrick: You did a whole lot of smiling right here in front of me.

[Employee] I smile a lot, and I wave. We come in, I talk to everybody, I say, "Hi," to everybody as I walk in.

Derrick: Okay.

[Employee] [inaudible 00:15:07] say, "Scott's here."

Derrick: That's how you do it?

[Employee] Yeah.

Derrick: Before I end this interview, is there anything that you would like to add?

[Employee] Well, I think, one of the things is maintenance is a skill that's learned. It's a skill that we're trained for, so if there's a lot of things that people who are not involved in maintenance know. Most of us, I'm going to say, because not everybody's the best, but most of us know what we're doing, so if there's a big issue that needs to be, something big that needs to be changed, well, we have a supervisor. I think that maybe production needs to contact them, just so we're all on the same page, so we don't put that employee in conflict.

Derrick: Okay.

[Employee] Do you know what I'm saying? Because there's things that they want that possibly can not be done, and for us, being on a lower level, than a production supervisor let's say, well, I think if it came from the manager, I mean our supervisor, they may be able to understand a little bit better.

Derrick: Okay.

[Employee] There are some things that can't be done. I think, it just takes us out of the loop.

Derrick: Okay.

[Employee] When there's something that, they want something, and it just can't possibly be done, or it can be done.

Derrick: Okay.

[Employee] One of the two, but it takes the employee, the maintenance guy, out of the loop of what we're doing. Now normally, they may call up here, I'll do it, if they tell me. Unless otherwise, but I haven't had an issue with this. If I can do it, I'm doing it. I don't have any problem doing it. If I can't do it, I'm going to tell you can't do it. I've never had any supervisor say, "You have to do it." That's never happened to me. It's happened to other guys, that they've said that to.

Derrick: Okay.

[Employee] It has not happened to me, just some of the other guys.

Derrick: Okay.

[Employee] Whether they take my word for it more than somebody else, I don't know, but things like that, you should take the employee out of the loop.

Derrick: Okay.

[Employee] I think, it's just safer, and better. Especially with normal things, that's no big deal. Things that we do everyday, they know we do, yeah, okay, I got it, but if it's something completely different, and there's a question, we think it can't be done. Well, something like that, that's where our supervisor should really be getting involved, and we shouldn't have to say, "We can't do it," because maybe they get upset. I don't know.

Derrick: Okay, okay. All right. Well, let me stop this recording.

***Employee L***

Derrick Campbell: Testing. [Employee Name], first of all my first question is for you, do you give me permission to record your voice?

[Employee Name]: I do.

Derrick Campbell: Okay. Thank you. As you know, the purpose of this interview is just to get some information. We're looking at improving employee and supervisor relationships in the workplace, and so we just want some groundwork information. As you have read from the consent form, when I have these files transcribed, they wouldn't have your name involved with it. As a matter of fact, I will contact you and send you a copy just to make sure it represents exactly what you wanted to say today.

[Employee Name]: Thank you.

Derrick Campbell: The first question is describe an incident that resulted in a workplace disruption between employees.

[Employee Name]: I would say the latest one which had to do with the lock out tag out situation.

Derrick Campbell: Okay. Can you describe it for me please.

[Employee Name]: Yeah. There was some conflict. We really didn't have the policy in effect the way everybody thought we did. As managers when we took action against the employees that we felt broke that policy, there was a big upheaval because they knew that they, I mean the other workers knew that that policy was not being strictly followed by most people.

Derrick Campbell: Wow. As a manager, how did that incident make you feel?

[Employee Name]: It didn't make me feel good because when you don't have all the information, you act on the information that you have, and it turns out to be the wrong decision, you don't want to send the message that you are trying to penalize one group versus another.

Derrick Campbell: You thought it was unfair.

[Employee Name]: I didn't think it was unfair. I thought it was fair based on the information that we had at the time. However, when we got the additional information, we did the right thing.

Derrick Campbell: Very good. How do you handle disruptions between employees?

[Employee Name]: It really depends. I mean, we basically try to understand what the root cause of the disruption is. If it's employee to employee, we'll try and sit the two of them down and understand and make then see each other's point of view if necessary. If it has to do with the supervisor and/or manager against the employee, and we feel that that supervisor and/or manager has taken up perspective that's not in line with the company's value, we will make that right as well.

Derrick Campbell: Is there any discipline associated with any of those disruptions?

[Employee Name]: It really depends on what it is. If it violates, I want to repel this most definitely.

Derrick Campbell: What would you do to help employees avoid workplace disruptions with other employees?

[Employee Name]: Work on helping them to build relationships with each other and understand each other's point of view. More importantly, try attempt to reinforce the company's overall values. If we are embracing those values then the disruptions are going to become less and less.

Derrick Campbell: Is there anything that you know that other employees could do to avoid workplace disruptions with other employees?

[Employee Name]: Yeah. I would say one of the primary things is to not take a rumor at face value. When they hear, a lot of those disruptions come because somebody will come back and say, "Well, so and so that this person told me." Most of the time, they don't come to the source. They then draw conclusions based on what someone spread and then they may confront the other employee or be angry with the other employee. If they would just take time to go to a source or somebody who had the accurate information, it will reduce those disruptions.

Derrick Campbell: Now, you are at an executive level, and so this question may become three part for you. You have a person that you report to, you have peers and then you also have people that report to you.

[Employee Name]: Yes.

Derrick Campbell: My question, let's do this in three parts. How do you develop positive workplace relationships with people that you have to report to or your boss?

[Employee Name]: By talking to them and by keeping them informed, I believe in being transparent. If something goes wrong whether I made the mistake or someone that reports to me, I'm very transparent about some of the

situation or the situation that we encounter.

Derrick Campbell: When you're developing a positive [inaudible 00:05:05] a workplace relationship with your boss, there has to be some type of response. How do you handle that response?

[Employee Name]: I'm not sure I understand that question.

Derrick Campbell: Let's say, you say that you provide the appropriate information. How do you handle how your boss responds to you?

[Employee Name]: Usually positively. I mean, there have been times where I didn't get the response that I thought I should have gotten. My initial reaction maybe to react, maybe often times just to defend myself or whatever the case maybe. It's really based on a case by case situation. Sometimes I have reacted. Sometimes I've stepped back and I've gone back and I've asked the question to make sure that I wasn't misinterpreting what they've said to me. There's been times where I've gone back and I've explained myself to make sure that I was clear.

Derrick Campbell: Let's follow the same process, but now let's talk about your co-workers. How do you develop positive workplace relationships with your co-workers who are on your same level?

[Employee Name]: Again, I think it's all about transparency. When you are transparent, when you are direct in a way that where you tend not be offensive, I thought they respect you because they know where you're coming from. They may not always like what you say but they know that they're going to get honesty from you.

Derrick Campbell: When they don't like what you say, how do you handle that?

[Employee Name]: Again, it really depends on the person and the relationship. There had been some peers where they didn't like what I said, and because they didn't know me, or they didn't understand where it was truly coming from or my motivation, they may have reacted negatively where they didn't want to talk or they talked about me. In cases where I felt comfortable enough where I could go and have conversation with them I have. There have been other times where I've just allowed it. I didn't acknowledged the behavior, I would just continue to interact with them as though nothing happened. When they saw that I didn't change, then sometimes they would come around.

Derrick Campbell: What conclusions would you make about developing positive workplace relationships with your peers?

[Employee Name]: Again, I had to go back to being honest and transparent.

Derrick Campbell: The last set of questions for this particular area deals with individuals who report to you. The individual that report to you the power relationship is different. Because the power relationship is different, how do you develop positive workplace relationship with them?

[Employee Name]: By investing in them, meaning investing my time, becoming a coach, letting them know that I'm truly investing in their growth and really understanding what they need to grow and not withholding information that's going to enable them to grow.

Derrick Campbell: When you've done that in the past, how have they responded to you?

[Employee Name]: Extremely well because they knew that I was pulling for them. They knew that when I had to coach or correct, it was coming from a good place. The response has been extremely well.

Derrick Campbell: There has to be a different conclusion because of the power relationship, what conclusion would you make about establishing positive workplace relationships with a person who reports directly to you?

[Employee Name]: The conclusion I would make is that when people believe that you really care or invest it in them, you'll have a more cooperative type of relationship. They'll feel free and open to come to you and just like I said, I'm transparent with those that are on my level and/or above me. They then, the people who report to me, they see that behavior model of and then they model it back where they then become transparent with me. They know that I'm not going to judge them for maybe some actions or things that they may have done incorrectly.

Derrick Campbell: Very good. Can you describe an incident in which differences in culture had an impact on developing positive workplace relationships?

[Employee Name]: It was tough. I can't say that necessarily a specific incident other than I can say that there have been times where people who had to be disciplined or penalized may have drawn conclusions that the penalization was either more harsh or different because of who they were. I can't think of a specific example at this particular point.

Derrick Campbell: Okay. Given that generalized example and you're personally involved in it, how did it make you feel?

[Employee Name]: I don't like it.

Derrick Campbell: You don't like it.

[Employee Name]: No.

Derrick Campbell: What was it that you didn't like about it?

[Employee Name]: I'm the kind of person, I don't like when people use their culture as I say as an excuse. I can think of an example where I've had people come to me and they say well, they're doing this because I'm a woman. When someone comes to me with that type of conclusion, I want them to be able to give me a definitive reason as to how they drew their conclusion. What did the person say I'm doing this because you're a woman or you're making that assumption because you're a woman. I've had situations where I've said, "Tell me why because I don't necessarily buy that without any evidence."

Derrick Campbell: In reality that's how you handle it.

[Employee Name]: Yeah.

Derrick Campbell: Very good. What kind of conclusion would you make when it comes to culture differences and establishing positive workplace relationships?

[Employee Name]: [inaudible 00:12:02] I'm saying that question, it seemed broad.

Derrick Campbell: It is very broad.

[Employee Name]: Okay.

Derrick Campbell: It's broad intentionally but you just gave an example of an interaction with another woman which is a difference in culture. From a broad perspective, what would you say about establishing positive workplace relationships in regards to the differences in culture?

[Employee Name]: I just think that consistency across the board, because what I often point to if I have situation like that and again, I may not necessarily think of anything specific. I often point to the issue. If I can draw any parallel or any comparisons to other people who had that same situation or various similar situation and how we dealt with it without divulging obviously the confidentiality, I'll say, "No this was the offense or this was the issue and this is how we handle it with you and this is how we handle it with Joe and [Employee Name] and everybody else."

Derrick Campbell: You [crosstalk 00:13:06] equity.

[Employee Name]: Yeah. I'm showing them they're good. You know, they were being equal across the board.

- Derrick Campbell: Okay. There's only just two more questions. How do you verbally communicate with other employees? We're talking about tone, intonation, anything that's verbal.
- [Employee Name]: Again, it depends on the situation. I try and be respectful.
- Derrick Campbell: Okay. You try to speak in respectful tone.
- [Employee Name]: Absolutely. There are sometimes where that tone on purpose is that I don't try to make it disrespectful but they may perceive it like that because I have to be firm. I can't necessarily shape how they perceive it. I can only send the message the way I need to send it. Sometimes I will become more firm when someone's insisted on either lying about something or whatever the case maybe. Whatever the case maybe where I need to be firm, I will be firm.
- Derrick Campbell: How do you non-verbally communicate with employees.
- [Employee Name]: Through my facial expression.
- Derrick Campbell: Is there a particular facial expression?
- [Employee Name]: I can't say. I can say that when there's a situation where I need to demonstrate that I'm the authority because you've been in the office and you know that I have a desk and I have a table. When I use to demonstrate that I'm the authority, I don't go to the table. If I'm dealing with the employee, I'd stay behind my desk because I want to communicate something. In those cases where I need to demonstrate compassion or I need to break that person's defenses down for particular reason, I will then sit at the table so that I can be more, not equal but they can feel as though I'm more on their side, so I'll use that a lot.
- Derrick Campbell: I have one more question and then we can conclude this interview. Is there anything that you would like to add, anything that you think needs to be said, anything?
- [Employee Name]: Only that I know that it is our honest goal to treat people the right way and to make sure that we are administering policies and practicing things across the board in equitable way.
- Derrick Campbell: [Employee Name], I want to thank you very much for spending this time with me. As I've said before, I will have this copy transcribed. I will send you a copy. Is it okay if I send it to you via email?
- [Employee Name]: Yup.

Derrick Campbell: Okay. I'll send it to you via email. I'm only looking just to make sure that it represents what you wanted to say. Thank you for your time.

[Employee Name]: You're welcome.

***Employee M***

Derrick Campbell: Okay, I have [Employee Name] here, and the first question I need to ask you [Employee Name]: Is it okay for me to record your voice?

[Employee Name]: Yes.

Derrick Campbell: Okay, thank you. Could you describe for me an incident that resulted in a workplace disruption between employees?

[Employee Name]: Can you define disruption? As in altercation?

Derrick Campbell: Conflict, altercation.

[Employee Name]: I can't think of anything specific, a specific incident that jumps out to me. I've heard of things, but nothing that I've ever witnessed. Just different things when I come in from a weekend off. So and so got into an argument or this and that, but nothing that I've really witnessed.

Derrick Campbell: Tell me what you heard.

[Employee Name]: There was something about two of the operators got in an argument, and I guess it went around because it was kind of funny. He thought if he didn't strike the guy physically with his hand, he wasn't going to get fired. He ended up head butting the guy in the face, and he still lost his job regardless because he struck the other employee. I don't know too much what the actual altercation was about, what caused it. That was just one thing that I could think of in my head.

Derrick Campbell: Now, you work for maintenance. You're one of the employees, or are you a supervisor?

[Employee Name]: No, I'm a maintenance mechanic. I'm on the floor, an employee with everybody else that works the floor.

Derrick Campbell: Do you ever have any instances where you may have conflict with one of the employees while you're on the floor?

[Employee Name]: A lot of times I get frustrated because sometimes there's a lot of redundant problems that could be fixed without the skills of a mechanic. It's something easy. Even taking a second to look. "Oh, okay, this is what he did last time. Move this over. It might be blocking a sensor or photo wire, something like that", and boom, the machine runs. A lot of times, they just, "Oh, that didn't work right away", and I get called it out. I get frustrated a lot of times with some guys.

Derrick Campbell: How do you handle that?

[Employee Name]: I go about my job and get it done, but myself I could be frustrated.

Derrick Campbell: Does anybody notice your frustration?

[Employee Name]: Yeah, there's sometimes you can just tell that I'm a little fed up with redundant issues or something that they could be paying attention. A machine might get jammed up or something, break. A simple paying attention and operating the machine could prevent that. There's other times where the machine just doesn't want to run how it should run. They have a mind of their own sometimes, believe it or not. They have characteristics. Each machine runs differently. It might be a similar machine. It's got its quirks. There's times that I get really frustrated. It's more because of the high-pressure environment. We're pressured by operations to "hurry up, run, run, run, run, run." Almost forced to cut corners sometimes just to get the equipment up and running, because there's such a demand to keep the product flowing out the door.

Derrick Campbell: When those demands are placed on you, how do you feel?

[Employee Name]: As in, what do you mean?

Derrick Campbell: I mean, you said-

[Employee Name]: It's a high-stress environment sometimes. I don't get too stressed out with worrying how fast the job gets done. I'm worried about the job getting done right.

Derrick Campbell: You wouldn't believe that would cause a conflict sometimes?

[Employee Name]: Between maintenance and operations, yeah, sometimes, because they think, "Oh, can't you just do this and do that real quick?" There's a lot more to the maintenance side of what we do than just slapping something together and flipping a switch and it taking off. There's adjustment, and there's different steps that you have to take when you're fixing a piece of equipment.

Derrick Campbell: How do you handle that, though? Like you said, it's a high-stress environment.

[Employee Name]: I think I handle it pretty well, and if there's another employee that's a supervisor or something that gets a little pushy, I tell them, "Listen, this what has to be done. I'm sorry that your equipment is down, but this is the way that it has to be fixed." I'll let them know that this is not how it's going to go.

Derrick Campbell: You feel it's your duty to have more of a quality perspective than a-

[Employee Name]: That's just myself, yes. I can't instill that in everybody. There's a lot of guys that would just slap something together and, "Go ahead." It winds up being a problem later on that could be more severe than what it was originally. I try to take a lot of pride in what I do.

Derrick Campbell: As an employee, you have someone that you report to?

[Employee Name]: A supervisor, yes.

Derrick Campbell: What do you do to ensure that that relationship between you and that person is a positive relationship?

[Employee Name]: I make sure I do my job. Again, I take pride in what I do, so I do it, and I try to do it to the best of my ability. If I can't I'll find some way or help from another mechanic or supervisor to get the job done. I pretty much get along with everybody.

Derrick Campbell: What makes you more unique than everybody else? Everybody can't get along with everybody.

[Employee Name]: For the most part I get along. There's been a couple guys that have come and gone that I could tell right away that their character wasn't someone that I enjoy being around.

Derrick Campbell: What were some of those characteristics?

[Employee Name]: A big ego. The one guy we had come in here had a really big ego, and his quality of work didn't match up with his ego at all, whatsoever. He came here as ... He may have been in the industry longer than I have, but he had a real cocky attitude. I'm doing my job as training you as best I can to get you familiar with our plan. He had a weird way about him. He didn't jive with me.

Derrick Campbell: Do you think he had a problem with your authority? If you're training him-

[Employee Name]: No, because I suggested a couple things to him about other guys being a... He's an electrician who came here, and it was actually his second day. He only made it 2 days before he got the boot. He came in drunk. Drunk on the previous night. I suggested to him about 2 of our other mechanics that are electricians that can show him more than I could, because I'm just a mechanic. I have electrical knowledge, but I explained to him that these guys are 2 of our best. He turned right around to me and

told me, "Oh, well I'm the best. I'm the best in the area. You can believe that." "Okay, well, you know." Like I said, his quality of work was not whatsoever to what he thought he was.

Derrick Campbell: When it comes to developing positive workplace relationships, what is your conclusion?

[Employee Name]: My conclusion on ... ?

Derrick Campbell: What do you think about it? What do you think about developing positive workplace relationships?

[Employee Name]: I think it's a good thing. When everybody has a good relationship, and they get along together, things move smoother. There's no abrasiveness between two people, and everybody starts to get into the same mindset. Everything flows a lot better, as opposed to somebody's cussing this guy out, and this guy can't stand this guy, and this person ... It doesn't work that way.

Derrick Campbell: How do we make that happen here at Sims?

[Employee Name]: I don't know. I don't really have an answer for that, how we can change. Some people are set in their ways and how they do things, and they don't want to hear nothing else.

Derrick Campbell: If they came to [Employee Name], and they said, "[Employee Name], make it happen." What would be the first couple things you would do?

[Employee Name]: In our plant specifically?

Derrick Campbell: Mm-hmm (affirmative)-

[Employee Name]: I think another thing is that a lot of ... It seems to me that maintenance is held more accountable for mistakes than it is for operators sometimes. I know this is an ongoing issue. It seems like right away, they're ready to write up a mechanic or to possibly let somebody go, as opposed to, say, an operator put the wrong readings in. It's not the first time he's done it in a day. Now we got to dump multiple batches, which are tens of thousands of pounds of products, down the drain, because somebody wasn't paying attention. Mistakes happen. I am not perfect. I make mistakes all the time, but sometimes it seems like there's a lot of issues with accountability on the operations side, as opposed to maintenance. Right away they want to point the finger, "Oh, it was a mechanical problem." Now somebody's got to be held accountable for it, and they want to either write somebody up or to the point of possibly letting somebody go. Everybody needs to be held accountable for one thing or

another, as opposed just turning the other way.

I've noticed a lot of times on ... We have a bulletin board out on the floor, or a dry erase board. It goes hour-by-hour, and we have a green. When it's in green, we're running good. When it's in red, we're behind. A lot of times, I see the operations supervisors write in mechanical issues that nobody was ever informed about. It's almost like they're just passing the buck to maintenance. It's mechanical this, mechanical that, and it seems like there's no ... I don't ever want to see anybody get in trouble, but there's no accountability on the other side. That's one thing I would think. It seems that issues keep occurring because there's no discipline on the other side. I'm not saying that there's guys in maintenance that don't do things that aren't wrong, but I think that the scale is heavily tipped in their favor on the operations side.

Derrick Campbell: When you say operation you're including operations supervisors?

[Employee Name]: Yeah, yes. There's been a couple times I noticed operations supervisors cutting corners when they really shouldn't be cut, and they're causing issues down the line. They'll just keep running instead of ... In between batches, we're supposed to stop, take 15 minutes, wash out the bowls, wash out the steamer, make sure everything's clean for the next product. After a while, you start to get bacteria buildup, and once you get bacteria buildup, that bacteria goes into a can. The can starts to swell because you have a reaction from the bacteria and whatever ingredients we are. No they go in our cooker, they come out, and now the cans are swollen. Now they're jamming up down the line, and now they're on us, "Hurry up, hurry up. Unjam the line, unjam the line. Do this, do that" to cut corners, when it could have been prevented with 15 minutes.

Here it's always, "Run, run, run, run, run run" instead of ... They always want to push the pace, which I get it. You want to get your numbers, but at the same time, you could be more productive, in my mind, if you push the pace a little bit but find a steady pace to work at. A lot of times, our equipment ... I know one piece of equipment for a fact that we were told by the manufacturer is not meant to this fact, and we are just, "Push the envelope, push the envelope", as opposed to slowing it down. You might lose 100 cans a minute, maybe a little bit more, but as opposed to losing that 100 cans a minute, but might have a catastrophic failure which causes you 5 hours downtime now.

Derrick Campbell: That's a lot of cans.

[Employee Name]: Where are you ... You got to pick and choose "run, run, run" or do you want to take it a little easy, a little bit less stressed? You get more continuous flow sometimes.

- Derrick Campbell: That's real interesting. Let me shift gears for a minute, because I only have a few more questions.
- [Employee Name]: All right.
- Derrick Campbell: Describe an incident in which you believe that differences in culture had an impact on developing positive workplace relationships. When I speak about culture, we could be talking about age. We could be talking about gender, nationality, or ethnicity. Have you ever seen an incident?
- [Employee Name]: Can you repeat that again so I can get a little ... Which one is it so I can read it?
- Derrick Campbell: This is number 11.
- [Employee Name]: 11.
- Derrick Campbell: Describe an incident in which differences in culture had an impact on developing positive workplace relationships.
- [Employee Name]: I can't really think of anything specifically in the past or in our plant that culture had any part to play in anything like that in a positive or negative manner. None that I can think up off the top of my head, at least right now.
- Derrick Campbell: Just a few more questions. How do you verbally communicate with other employees?
- [Employee Name]: I'm respectful, off the gate, whether I've known you for years or ... If I've known you for years, we're guys. People at work, we all bust balls, stuff like that, and crack jokes, but I treat everybody with respect until you treat me otherwise. Then I'll treat you with the same manner that you've treated me. I'm not afraid to speak my mind. If there's an issue that I think that you're causing, or say it's an operator that keeps doing this, I'll tell them that this is why this is happening. I don't pull any punches. I don't hold anything back. I can be a little loud sometimes. A lot of times.
- Derrick Campbell: How do you non-verbally communicate with other employees? That's in the absence of talking.
- [Employee Name]: I don't know. There's a lot of times where we need to use hand signals for stuff where we can't verbally ... It might be in too loud of an area, stuff like that. I can't think of anything, unless I'm joking around with somebody. I might flip them the bird messing around, and they'll do it back. There's a respect between it. There's nothing offensive about it.

Other than that, I really don't know what kind of answer to give for that.

Derrick Campbell: Actually, you answered it. Let me ask you one last question. Is there anything that you would like to add to this interview?

[Employee Name]: Not that I can really think of. I think sometimes ... Again, back to the accountability thing, there could be ... They're very quick to jump the gun on disciplining, at least with maintenance, I've seen. I don't know what goes on with the discipline side with operations, but like I said, it seems like the scales are tipped in their favor. I think there could be more of an investigation sometimes to see what the cause of an incident was before somebody's disciplined. Somebody might have got a little over-the-top and smoke their mind when maybe they should have bit their tongue, but now they want to write them up for hostile behavior or this or that. There should be more of an investigation to see why or to understand why that person did what they did or had the outburst that they had.

I can remember a specific incident where we had up on top of our hydro, which on a day when we're running in the middle of summer it reaches 160 degrees. Our guys went up there in the heat, which is not safe working temperature. I've been up 12 hours in that temperature and had to come down multiple times on the verge of having a heatstroke. Our guys went up, did the job, came back down, and they were immediately reprimanded by our plant manager for coming down. "Oh, you don't come down until I say that you come down. You stay up there until the job's done" and didn't even check to see if the line was running. He just heard the guys were downstairs out back taking a break and getting a breath of fresh air out of the heat and immediately jumped on them because they weren't where he thought they were. They didn't need to be there. They needed to get in, get the job done, and get out.

I think also a lot of times that working in that kind of environment, they could take a little bit more time to understand or even to climb up there and see, because you really don't know. You could think, "Okay, they always say it's hot." You really don't know how hot it really is until you get up there. Sometimes I think people jump the gun and not really understanding what maintenance does.

Derrick Campbell: I'm going to stop this.

[Employee Name]: Okay.