Interviewer: …. Stories that we looked at. We'll share with you what we heard and you can let us know if it seems accurate. And then we have a few follow-up questions for each one. First, we look at advocacy and engagement in [company]. We heard in the previous focus groups that both managers and workers agree that the company prioritizes employee health and well-being, and that they offer resources to support them. Some examples mentioned include the EAP program for mental health, health screenings, financial resources, a stress lab, yoga classes, athletic trainers, an on-site therapist, and health coach, et cetera.

 They also talked about convenient ways to access those resources like apps and an online portal. We also heard that the company has a culture of empowering, and supporting employees, and making health decisions for themselves, for instance, in encouraging staff to stay home when sick, for instance. And we heard that the company utilizes expert guidance to keep staff safe and respond to incidents.

 Employees talked about how they really appreciated the company hiring a chief medical officer, and turning to him in the CDC for COVID updates, and then communicating that information to the staff. Difficulties inherent to working in the airport, they said, obviously, there is exposure to pathogens from all the people coming in and out. And other difficulties include working long hours, fatigue, and distractions. Our first question is, does this seem accurate to you, and is there anything you'd want to add?

Unidentified Male: Yes. It's pretty accurate.

Unidentified Female: It's accurate.

Unidentified Male: Yes, I would say, yes.

Unidentified Male: \_\_\_\_\_ [00:01:33] was [cleaning program].

Unidentified Male: Yeah.

Interviewer: Yeah.

Unidentified Male: That was\_\_\_\_\_ [00:01:37] [cleaning program] is a huge, new department, division out of [company] from\_\_\_\_\_ [00:01:43]. That explains a lot.

Interviewer: Yes. I remember that coming up, too. Yeah, that sounds awesome, love it. Okay. A follow-up question we have is, with the inherent risk of pathogens that you faced working in an airport, do you feel safe and protected? And is there anything that would make you feel safer with that inherent risk?

Unidentified Male: I feel like [company] does a good job of, like, supplying each gate's house area and each gate with Lysol wipes and things for the agents. You work one flight, you're there for an hour. The next station shows up. Most of the individuals I've noticed have been wiping down and trying to keep the surface as clean as possible.

 Again, we do deal with a lot of people getting off of a lot of areas of different destinations and then passing by us, passing by us, talking to us closely. That's always a risk. But I feel like [company] does a pretty good job of, at supplying wipes and things that we can use.

Unidentified Female: I agree with that. I work in the [department]. We have four kiosks and people will come up to check in. And we help them or assist them. And sometimes you have to step back when they are coughing or whatever. With that supply, it's nice to have that as a wipe down.

 Sometimes it'd be nice if we had some masks because you feel like you're on the verge of getting sick, but you're not. And somebody who could come into the club, it would, that would be a nice thing. And they used to supply them. It's just kind of slowed down because of COVID, can you slow you down a little, I guess.

Unidentified Female: I feel like below, they haven't supplied the gloves because I'm a little bit of a germaphobe. Anytime I'm having to touch all the hands that have touched the luggage, the baggage, anything, it's like, you don't know if people cough, people, whatever. And they're grabbing it and not thinking about it. The moment that I have gloves on, okay, I feel safe throwing it in the airplane, and then hopping out. And then again, having the wipes supplied is always really beneficial. I always have some in the pocket. It is nice.

Interviewer: Awesome. Those are excellent thoughts. Anybody else?

Unidentified Male: I just think that, I mean, you're out in the public. And I mean, if you\_\_\_\_\_ [00:04:10] or a passenger here in the airport, you're going to have that risk because it's, we're busy. Even at the [department] today when I was walking in, there was probably 75 people just waiting, and trying to get in line there. And it's from every air, every direction. It's, like, unfortunately, where we're at, it's we're, you're walking into it every day. But I mean, you have to take care of yourself as well, I mean.

Unidentified Female: On that note, [company], if we want to wear a mask in the [department], or I'm sure in the other areas –

Unidentified Male: Anywhere.

Unidentified Female: – You can. They don't say anything as long as it's not, like, a standout purple or something that's yellow, and beaming or you know that they do want it to be a, not dragging anyone down. And they do supply gloves in the [department] as well. Those things are very much appreciated.

Interviewer: Awesome. Thank you. Which of the resources that [company] offers are the most important to you or make you feel the most valued by the company?

Unidentified Female: As in now, looking at –?

Interviewer: Sure.

Unidentified Female: – What's ongoing? Well….

Interviewer: Or you can, you can answer it however you want. Whether it was a temporary thing with COVID or an ongoing, either way is okay.

Unidentified Female: Well, just mentioning previously, it was nice that they had testing here. That they had it so you could get your COVID shots here. And they would give you the time to do it as well as having the box kits that you could take home. That those were really great. And just the one other thing was paid protection, it was really appreciated, too. As for now, I would say the things that they supply that they, what is it, the EAP, and the health wellness, I think those are really good to encourage us.

 And they do something now that they didn't do in the past. And it's only been in the last two years that they've done it. We're going on the third year now. Is, if you don't get your insurance from [company], you can still get money back if you do some of these health things. They do encourage you to do it whereas most people who have the insurance, they get, can go into their HSA.

 Mine obviously goes somewhere else, but it's nice that they're at, I feel like they're also indirectly paying me to stay healthy. That the courses they offer and onsite health access, those are great. And [health program] is really good. If you feel like you've got a strain, they'll help you with that. And they know if it's something that's out of their realm, and refer you to go back to a health specialist.

Unidentified Male: And what's great about that is it doesn't have to be at work. You hurt yourself at home or whatever it is, you can always come in here to the [health program] and have our onsite physical therapist take a look at you. And that's a huge benefit of a working place such as ours. Lots of strains, back issues, and shoulder issues, and knee issues, and all of that is huge.

Unidentified Female: \_\_\_\_\_ [00:07:47] .

Unidentified Male: Yeah.

Interviewer: Awesome. Thank you. All right, the next section that we looked at is program planning and prevention. We heard in the previous focus groups, the company proactively takes preventative measures for general health and safety as well as for COVID in particular. We heard some examples like for general health and safety, the daily [stretch time], drop rack, cancer screening. At the time of the focus groups there was a new bagging system to prevent injuries. I guess it's probably not new anymore.

 During COVID, you all brought up again the free testing incentives, [cleaning program], altered physical spaces for social distancing, and that sort of thing. We heard that the company implemented a tailored COVID response, tracking changes and updating policies. And that the things that were learned during COVID improved safety and preventative measures moving forward.

 We also heard that the company is purposeful about planning for future safety concerns, and that there are location tailored systems in place to keep staff safe. And they said that the presence of those systems allowed for officially implementing new policies during COVID. Do those seem accurate to you all or is there anything you would add?

Unidentified Male: I think that's pretty good.

Interviewer: We were very impressed learning about [company] in general. And we wanted to ask some questions about how they do such a good job, if you all have insight into that? Do you have insight into how [company] does such a good job of planning and implementing systems for prevention? Like, are there specific organizational structures in place that support that process?

Unidentified Female: I think so in some aspects. One of them is [program], where you can go, and meet with leaders, and comment or suggest or whatever. Some of these have been suggested by people who work here, who, I don't know, some people are better at thinking outside the box. And that really helps because a lot of times, you realize, "Yeah, I should have thought of that, too." In that aspect, yes, they do have some there. And you can always just suggest it and go somewhere. That's something that's nice, you could just e-mail. And then,\_\_\_\_\_ [00:10:21].

Unidentified Male: I think one of the other things – this is [redacted], by the way – we do have a chief medical doctor on board now where he does some of this. He does trips across the system. And I think he also holds the town halls. He's very, he's very engaged in the sense of ensuring the teams feel comfortable with what [company] has, and also looking outside the box, like you said, and see what programs work.

 He came from Mayo Clinic. That's a little bit more, the programs that he's brought on board are more robust, and is literally what people are looking for. Very different compared to what we also offer in the industry, so I think that's one of the benefits of actually having a chief medical doctor on board [company], to help support these programs.

Unidentified Female: And he doesn't answer e-mails.

Unidentified Male: He doesn't?

Unidentified Female: He does.

Unidentified Male: He does.

Unidentified Female: If you send an e-mail to him with a question, he'll answer it or have someone answer it. And our safety team is great, too, because we can send things to them. And they'll, if it's something they answer to, so they'll let us know if it's something that's in the process or something that's coming forth or whatever. They get on it and then they can do more research and implement things.

Unidentified Male: I think [company] is, their number one priority has always been safety. And that, with that being said, we're always looking at new ways to improve safety. And sometimes it doesn't come as fast as we all want to. At the lobby there's certain things that they're looking for, for it, because right now we have ski bags.

 And it's, there is a lot of, a lot of them, and repetitively picking those up. They're looking at different, I mean, they've been looking at different ways to mitigate the touching of, and lifting of those. But obviously, it doesn't happen overnight, but they do look into it, and invested in it.

 Down below-wing, we looked at exoskeletons. Those things aren't cheap, but they're willing to spend the money to try and prevent people from injuring themselves anyway they can. And they will be doing tests here shortly with that. If somebody has an idea, and they can bring it to a leader or anybody, that they'll listen. Because we've always had an open door policy. If it's something good, they're going to run with it, so.

 Interviewer: Awesome. I appreciate you all are touching on ways that they, that [company] looks for feedback from you all because I was actually going to ask a question about that. Is there –? You talked about [program], you talked about having an open door policy. Is there a structure in place specifically to seek feedback about policy changes or about the implementation process? Or how is your feedback gathered? When they make a change, how do they find out how people feel about it?

Unidentified Female: Some \_\_\_\_\_ [00:13:32] score with my own system quarterly.

Unidentified Male: The quarterly, so there are surveys that employees get right after, I think it's every quarter, right, you guys get the service? It's every quarter employees will receive a survey. From a leader side and, kind of, speaking from our end, we look at the engagement numbers.

 We always try to hit a goal of 70% or more of our employees in [city] City to be able to answer those surveys. And we'll push it. We'll ask, "Well, hey guys, just please check your e-mail. The\_\_\_\_\_ [00:14:08] survey is out. Are you able to go in and give us some feedback?"

 I think one of the benefits doing [city] has been that there is a lot of engagement from the leader standpoint, but also from the employees. And that's why we have really good results in it. But that's the way I think most of you guys, and then also, we have the…. If something has been changed locally, usually we'll hear it from the employees when we do our town halls, or when we do any type of meeting. And we'll go back to the drawing board to say, "Here, this is what we need to do."

Unidentified Male: We also have the [REDACTED] team –?

Unidentified Male: Yes, the [REDACTED] team, yeah.

Unidentified Male: – For our engagement team?

Unidentified Male: For\_\_\_\_\_ [00:14:52] involvement team, yeah.

Unidentified Male: Involvement team, and anytime with, as you, above, below, [department], there's representatives for every area. [Redacted] is actually on the team. If we have an issue we can go to [redacted]. [Redacted] will have meetings with upper management to bring those concerns to them so that we can discuss it. If I don't feel comfortable going to talk to somebody, I can talk to my peer, and they can bring those concerns.

Interviewer: Awesome.

Unidentified Male: And we also have –

Interviewer: Great.

Unidentified Male: – We also have, in every break room, there's what's called a [redacted]. And there's sticky notes that, ideas of employees coming up to implement new changes or things that might make things a little bit easier on us or more safer. And then management will look at those ideas, and as they get progressed, and put into action, if the sticky note, sticky note will move from where it started to more of a taxi action, we could call it.

 And then when it's completed it gets moved over and signed off. For an example of that, that I had put on there is at every jetway we need a safety vest there. In case we do need to go outside onto the ramp, we need to have a safety vest easily accessible. And that was one of the quicker ones that moved along and it was implemented. And that was just filling out a simple sticky note on the board.

Unidentified Female: And it can be anonymous. But they don't know who put the sticky notes up.

Unidentified Male: Exactly, yeah.

Unidentified Female: And a lot of people like to be anonymous.

Unidentified Male: Yeah.

Unidentified Female: \_\_\_\_\_ [00:16:21].

Interviewer: Awesome. This is super great to hear. Thank you. All right. The next section is communication and training. I’ve heard a lot of good things about communication today as well. And what we heard in the earlier focus groups is that clear and effective communication is an integral part of [company]. And we heard people talk about how it's omnidirectional, going in different directions; so staff communicating with each other, managers communicating with staff, staff being able to send messages to managers, and everybody feeling safe communicating with one another.

 They talked about leaders communicating with staff through regular meetings and trainings to share information about safety and wellness. Staff communicating with each other about safety concerns and conducting audits, and staff providing feedback to managers, and reporting injuries to leaders as well. We also heard about effective nonverbal communication, which is used to establish clear expectations, improve access to resource information such as the EAP, provide channels for feedback, and notify staff throughout the company of policy changes.

 Staff also said that they really appreciate that the company has consistent hands-on training regiments to make sure that everyone knows what is expected and the safest ways to accomplish their jobs. We enjoyed learning about ergonomics trainings, return to work program after sickness, and ensuring staff capability. Do those all seem accurate to you all? And is there anything you would add?

Unidentified Male: That looks pretty accurate, I would say, but

Unidentified Male: Yeah.

Unidentified Male: \_\_\_\_\_ [00:17:54].

Unidentified Female: Yes. They need some of the training better in the [department] when it comes to our service desks. Our service desk isn't ergonomically correct, but they have been working on it. It's getting close. And it's getting better. It just took a long time.

Interviewer: Do you have recommendations on what would help with, to improve that training?

Unidentified Female: Probably having leadership sit at the desk for us all day.

Interviewer: You would have \_\_\_\_\_ [00:18:33].

Unidentified Female: \_\_\_\_\_ [00:18:33] for a week and then see how…. Because the screen, your screen is supposed to be eye level at the top when you're working on it. And they had them flat in the desk. And then they moved them up just a little. They weren't even close. It took, it took quite a while for them to finally fix that. And they have, which is good. And now we have an adjustable keyboard, which we didn't. I'd say, yes, the communication is really important in the training. It just sometimes takes longer than we would like.

Interviewer: That makes sense. That makes sense. Any other people who want to add anything?

Unidentified Male: I mean, as far as the hands-on training, I'm one of the above-wing facilitators, and I help support the two full-time individuals up there. I also work in the operation, and sometimes get tasked to help some of the newer employees or anyone who's transferred in from a smaller airports. And now we're dealing with bigger aircraft and different jetways.

 The hands-on training is, it does come from me. I'm one of them. We could use more, though. We're dealing with a lot of employees and just more \_\_\_\_\_ [00:19:59], different schedules. We're trying to touch everybody. It's hard for just me, but we are working on getting some programs out there to continue that on consistently.

Interviewer: Awesome.

Unidentified Female: One good thing they have in their training is always at the end. It almost always has a comment section that, how could we improve this? How could we make it better? They're always asking for input.

Interviewer: Do you all feel like, if you give some constructive criticism or negative feedback, things that could be improved, do you feel like that's received well? What's the process and what do you see happen at that point?

Unidentified Female: Well, it's definitely received. I think they look at it. And of course, there's, in some things, there's red tape, so it does take a while. But I think they still appreciate it sometimes. Sometimes it's not as kind as it could be, I'm sure, but I think they appreciate the input. Because they want to know, "Is this really working?"

Interviewer: Awesome. Does [company] have a company culture such that staff can give other staff constructive feedback and that's well-received? I know that's really difficult to set up. Do you feel like that's the culture at [company] or still working on that?

Unidentified Male: Well, pretty active.

Unidentified Male: That would be active.

Unidentified Female: Supposedly…..

Unidentified Male: We have actually….

Unidentified Male: \_\_\_\_\_ [00:21:50] get to that.

Unidentified Male: \_\_\_, that she said she's a [role], and that's a [role]. They are peers in the operation. And their job is to walk around, and give feedback, constructive, good and bad. I don't want to talk for you, but.

Unidentified Female: I was going to have say that because, actually, \_\_\_\_\_ [00:22:13] he's been a [role] longer than me.

Unidentified Male: No, I didn't say. And I think the best way is to give constructive feedback is that peer-to-peer. But we're addressed just like them. We're in the middle \_\_\_\_\_ [00:22:27] health. If we come for a constructive feedback, the best way to\_\_\_\_\_ [00:22:34], like, it be received, is if we come from a safety standpoint as in, "Hey, we're just looking out for you." That's one way for it to be well-received.

 Another way for it to be well-received is if we give a lot of positive feedback, and we've built a good rapport with them. And most of the time when we come see them, it's, like, "Hey, you're doing a good job doing this," and we don't point out anything wrong. And then the one time that we do point out, like, some constructive feedback, it's a lot more well-received. Because usually it's a positive thing that we're always saying.

Unidentified Male: We also have what's called [redacted] teams here. We have an above-wing, below-wing [redacted] team and it's peer driven. And it's still, it's been around for about two and a half years. And it's, it takes a while for us to develop stuff and implement new things. And it can be slow going, but it can also be very rewarding because we are listening to other people. We work in the operations.

 We know what the issues are, and we can bring these safety concerns in, and try, and make that change because we have the leader support. It's peer-driven, but leader support. It's always a work in motion, I think, right now at [company], to continue to do that. Above-wing, I was a [role].

 Obviously, my jacket might be a different color, but anybody that wanted to learn something, we're always there to help them out. If they want me to fix the problem, I'll fix the problem. But if they want to learn, we're always there to help them learn, too, because we want their jobs to go as smoothly as possible.

Interviewer: Cool. This is super helpful to hear. Thank you. Okay. The last section we looked at is leadership and culture. What we heard in the first two focus groups is that leaders strive to be aware of the needs of their employees. They strive to be available to talk to them, point them in the direction of helpful resources. We also heard that as a result of COVID, mental health and wellness then were emphasized.

 And leaders actively check in with their employees to see how they're doing mentally, both just informally and also through safety culture workshops. Staff said that leaders have shown employees they care, both during and since the pandemic in multiple, different ways such as becoming more involved with employee welfare, allowing time off, engaging in one-on-one discussions to check in on employees, communicating changes, addressing workplace mistakes on an individual basis, and shifting from prioritizing performance to prioritizing safety even more.

 They said that leaders take specific steps to foster autonomy and independence among the staff, and ensure that staff feel supported. And that management uses specific strategies to create a culture of partnership and safety at all company levels. We enjoyed hearing about the concept of the [company] family as well as reminders on mutual oversight, and holding each other accountable. Does that seem accurate to you all?

Unidentified Male: Yes.

Interviewer: Cool. Are there any other things that you'd like to see leaders do to show that they care?

Unidentified Male: I think more of a…. We have one-on-ones with our operations service managers, OSMs. And I know now, in 2024, that is more of a focus, is allowing that time for the managers and employees to be able to connect on a one-on-one basis. And it's not necessarily, like, any constructive feedback necessarily.

 It's more of, "How are you doing," and it's a time to talk about things, maybe outside of work as well, or just very important. That is a huge focus, I know, of this coming year. And I had one with my leader last night, and it went great. It's nice to have that, and have that relationship.

Interviewer: Cool. I don't know how many managers we have here today, but we had a question for the managers in particular. And that is, what do you do to ensure staff feel comfortable communicating openly with you?

Unidentified Male: Well, I'm one of the managers, but my team's a little bit different compared to what the guys here have. For my team, I think, we have our weekly staff meetings just to make sure they have what they need in order to be successful. And then, also just having an open line of communication; they know they can reach out. They can call me at any time. I know I can e-mail them at any time.

 And then, also, just minimize e-mailing after we're off work. Even though we're still probably working from home, just avoid having to send your e-mail to them after they're actually off work, just so that way they're not thinking about it throughout their day, for the rest of their day. And then, just to make sure that I send it out the next morning or follow up with them the next morning, so that way there is no mentality of, like, "I need to get this done." Because he's probably waiting for that response as well. Just being mindful, the same way I can expect to have my afternoon free, it's the same for them as well.

Interviewer: Thank you.

Unidentified Female: I think as far as being available, I've known there's, on my off days, if I have a question, I can reach out to my OSM at any time and he'll say, "Here's the answer." Whether he's in service or not, "Hey, I'm not there today, but here's who you can reach out to," so always very, I mean, available or providing information of who you can go to if you need assistance.

Unidentified Male: I think that's a big thing, anybody can, anybody should feel comfortable to reach out to any of them, any manager that work here. And I think most everybody does as well as even any of the safety team, if we can help out with whatever. Just like I said, the open door policy is the biggest thing, I think that everybody's strive to have here. Come in and talk. Definitely, mental health is a huge focus.

 And they'll do – we'll have events throughout the year where we'll talk about different things. If we have a safety day, we'll have a booth where we'll talk about wellness and mental health. If we have, but a DE&I Day, they'll have those booths there. That's always out there. They're always talking about the different resources we have. It doesn't have to just come from their direct manager. It's there. The company itself has different resources.

Interviewer: Cool, very cool. Do you have ideas on how [company] can continue to prioritize safety even over productivity?

Unidentified Male: I think that's one of the biggest things, right, the biggest is just being aware. I mean, we've been so focused on meeting metrics as far as getting that airline, that airplane out on time. And you hear about it on, in the news. And you hear about it everywhere, [company]'s number one, for on time performance, and this, and that.

 We take a lot of pride in that. We have to make sure that we, ourselves are even slowing down when we need to. If we have to take a delay, we take a delay versus rushing, and making a mistake, and getting injured or taking, putting the, being unsafe, and doing the job. But we just have to focus on, and remember that everybody's okay with taking a delay. We would rather be safe than on time.

Interviewer: And [company] has a program [redacted] that you can call a safety time-out anywhere you're at. Even if it's the plane's ready to go and it's supposed to go out on time, you can call a safety time-out if you think there's something that needs to be addressed prior to that. And then you just fill out a report with the [redacted], and it won't be held against you or anything. I'm sorry, I can't remember what [redacted] is. I know, is it\_\_\_\_\_ [00:31:13]?

Unidentified Male: [redacted].

Unidentified Female: Yeah, that's what it is, [redacted] –

Unidentified Male: Or I'm sorry, Program, Program.

Unidentified Female: – Program. But that's something that they remind us of at all the meetings that safety is number one. And if you need to call a time-out, call it.

Unidentified Male: And I think that's what the [redacted] program is, kind of, like, and some of this programs we have now, would be, we want to call out our mistakes. We want to be able to learn from them. We have to be able to be courageous enough to say, "Hey, look, if this is what I did, where I messed up," and own it. And the manager has to be okay with, "Okay, they made a mistake in their own, and then we're going to learn from it," versus being punitive with it. And that's the just culture that we're trying to create here now, so.

Interviewer: Sorry, I accidentally pressed a button on my computer. It made it go to the next one. Well, this is awesome to hear. I appreciate you all telling me what the acronyms mean for the uninitiated. I'm really amazed and impressed at all the programs, and opportunities for feedback, and opportunities for communicating. Seems like [company] has a lot of different programs and things. How do –? How does the company make sure that new people coming on are able to find out about all these different programs, and opportunities for feedback and all the different acronyms?

Unidentified Male: When we first hire people, they go through, they have their [company] B-day. It's their birthday at [company]. It's a, more of a celebration, but there is informational video for\_\_\_\_\_ [00:32:54]. I think it's two hours long. Inside of that, you get to learn from all different aspects. You get to learn [health program], how that started. How [health program] is continuing on. All of the resources and things like that do come in your orientational style method.

 But I think with that B-Day video, and everyone's kind of hyped up to start, and they get to know how many things are actually available to them, their eyes get wide open. Then the questions come after that. Facilitator aspect is, "Hey, how do I get to that? How do I do this?" We, I got printouts. We give them a folder. We give them everything. And then, they get to take that home with them.

Unidentified Male: Below-wing, the safety team actually is given one day where the new hires come, and we focus on anything they want to talk about. But mainly safety, we go over safety commitment letter. We talk about different accidents. We\_\_\_\_\_ [00:33:55] show different ways to prevent different things. And we ask them, "Anything they want to talk about?" We also have what are called different champions. Like, wellness champion can come and talk about what programs we have, or what apps we have.

 And we touch base on just a little bit on everything that we can. And then we also tell them that we're there for them at any time. And that, they can always talk to their OSM or just bring it up in the break room. There's so many different programs out there that it is, kind of, daunting at times.

Unidentified Male: Yes.

Unidentified Male: But there are so many good ones. And I think that's one of the biggest things that we get as far as below-wing and is to, that safety day where we can touch base on it, and talk about different things.

Unidentified Female: Well, I have a comment. [company] does once a year a safety fair. And they invite people from the outside, like, the electric company, the power people who work with feet, just all aspects of health. It also talks, I mean, they have, like, a law enforcement so you can put on glasses that make you –

Unidentified Male: Yes.

Unidentified Female: – Look like you're drunk –

Unidentified Male: The drunk goggles.

Unidentified Female: – And try to do certain things. But they have that every year. and then give us time to go through that, and go to the booths that are set up. Because they want you not to just be safe here at work, but also at home, and so they have that. And that's really great as well.

Interviewer: Wow, awesome. Well, I'll tell you what, as someone who usually flies once or twice a year, you all are making me want to fly [company]. It seems like we do a really good job. You all do a great job. We want to tell you a little bit about something called Total Worker Health competencies, which is what we used when we were looking through the transcripts from the previous focus groups and doing the thematic analysis.

 This is the, kind of, the template we used to do the analysis, so called Total Worker Health competencies. And what they are, is they were developed to look, and looking at understanding how workplaces are most successful, and what company skills allow that to happen. And how a company can improve to support ideal worker health.

 There's six of them. There's subject matter expertise. A company supports worker health when they know safety and health, they know how it works here, and access information about community trends, strengths, and disparities. And then the second Total Worker Health competency is if a company is good at advocacy and engagement. We talked about that a lot today and how [company] does that, understanding needs, perspectives, and roles in the workforce organization in the community, and being able to engage different groups.

 Program planning, implementation, and evaluation, so this has to do with assessing scientific evidence for programs, and policies; identifying workflows, hazards, resources, capacities, and priorities. We talked about communication and dissemination, so conveying information to different stakeholders, reflecting cultural humility, and making the business case. And then leadership and management, understanding organizational culture and how systems interact, providing direction and vision, being responsible for strategic planning, and involving teams.

 And then the last one is partnership building and coordination, bring together the right people, and resources, coordinating efforts of multiple partners, internal and external, and using a multi-disciplinary approach.

 There's a lot more to Total Worker Health competencies. If you're curious, you can Google about it. But basically, what we did when we were analyzing the transcripts is we had these categories of these six different competencies, and we said, "Okay." We read that the manager or worker says the company does this. That's an example of advocacy and engagement. Or they do well with this; that's an example of leadership and management.

 And then, we were able to, kind of, build on those themes and see what [company] was doing well on, and if there was any room for improvement. We, as I brought up earlier, we were very impressed that [company] does a really good job in, seems like in all of these areas. And we wondered if you all have insight into why the company has so many strengths, and how they have gotten there?

Unidentified Female: EEI,\_\_\_\_\_ [00:38:39] yeah, I think that's a big one, is because having that outlook, and inviting different aspects, and in asking with a company with 90,000 employees, there is a lot of information that you can learn from everyone. And that's how they come up with a lot of their ideas. Upper management, they come from different airlines and different jobs. They've learned how important it is to have these focus groups, and activities, and programs that help us to share our ideas, and our thoughts. And then they can implement them or tweak them how they want them.

Unidentified Male: I think also, our employees are very unique. We hire. We're very hard on – we're to get on at first. I'll tell you our experience, or my experience, was it took me three years to get hired on. But it's a very hard job to get into. And I think that's one of the biggest reasons why people that work here don't – I would say people that work here are very vocal.

 They like, they like to speak up in a sense of what they think it's good for them and for everybody else. Having that open door policy. and having people speak up definitely makes our processes, our policies or programs, it gives everybody that opportunity to speak up, and make it better. I would just say that, that's, I think our employees have a lot to do with that as well.

Unidentified Male: I think the company itself isn't afraid to invite people like you all to come in, and see what's going on, and to learn from it. And they've also, they partner with [other large company]. They're a partner with whoever they can to learn the way that they've done stuff, and make what's successful for them, successful for us, and use what we can. We're not afraid to….

 They're not afraid to change what they need to, and to learn from other companies to do what's best for their employees, and take care of us. Profit sharing, the family, it's just all of it. Everybody that works for [company] loved working for [company]. That's just a fact. It's just been a great experience, I think just for me and myself.

Interviewer: That's super cool to hear. This might be a question mostly for management, although if you have thoughts, you can type in. And that's, what challenges have leaders encountered in trying to use these kinds of competencies, trying to improve the company to support worker health? What challenges have they encountered or have you encountered? And how have you worked around those types of challenges?

Unidentified Male: I think for, as a leader, it's hard to please everybody. I think that's one of our biggest challenges. Not everybody's on the same page, right? And I think it's hard not to please everybody, but I think that's just kind of the way life is. You always have to go and, kind of, meet everybody at a halfway point. But knowing how to talk to people, and coming into an agreement instead of making decisions or, kind of, knee-jerk reaction type of decisions. Because then you really ticked everybody off, right?

 As a leader I think it's nice to be able to kind of get what most of the employees want to see and, kind of, still understand what the people that don't want to see that. But try to meet them halfway, right, and something has to give. And, kind of, finding a middle point, I think that's, kind of, the best way for us to be able to make those decisions. I think that's been one of our challenges.

 I want to say funding has never been a challenge for us unless it's something very, very expensive where we know we don't see any type of ROI. But for the most part I will tell you, from my experience here in [city] our teams are very well taken care of. I've been to other stations, and the amount of love, and stuff we put out for our teams is, it's not known anywhere else other than [city].

 I think, it's, we're very fortunate. We're very spoiled to a sense, I would say, but not in a wrong way. But we try to take care of everybody as much as possible.

Interviewer: Sure. Another thing we noticed, is for the most part, [company] workers that we interviewed, and [company] managers that we interviewed seemed to be very much in agreement about the company, about strengths, and such. What do you do as a company that helps the managers and workers to be on the same page?

Unidentified Male: Open communication, I think, just being very transparent. Being transparent is the number one thing. Once you're transparent with your employees, they know what they're facing. And also as a leader, you know where you're gonna get to. If you're not transparent, you're not, you're never going to see the results you see, that we see now. I think that's one of the biggest things.

Unidentified Female: One thing that I would say, is when we were coming out of COVID, and a lot of people were on leave with that, had taken the leave, I came into the flight at the bit, pretty much the end of COVID. And when I checked in, our station manager checked me in at the ticket counter.

Unidentified Male: Yes.

Unidentified Female: I mean that is a task that's never even heard of. Most of them didn't even know how to do it. And that's, that was a real, what's the word? That was a real, like, you know what, they're willing to jump in, and help when they can. And they learned the jobs and they're, the majority of them, are willing to just work with you.

Unidentified Female: That was a huge point that I had, too, is people have done the job themselves. They've been around long enough that they've experienced what we've experienced. They're really understanding and they are willing to just go all-hands in, too. If you go in and say, "Hey, I'm feeling this way," or, "I'm, my body's this," or whatever, they're going to go, "Yeah, I understand that. I, this year I have to deal with this, too." They're really understanding to why these\_\_\_\_\_ [00:45:35] willing to help.

Unidentified Male: Hey, guys, I'm sorry. We're at a five minute mark before we have another meeting in this, in this room. I just wanted to give you a heads up on that. I'm sorry.

Interviewer: Absolutely. Thank you. I'm cognizant of the time. I just have one more question for you. And we talked about it a little bit already. And that's, does [company] have methods to continuously look for ways to improve?

Unidentified Female: Yeah, they still –

Unidentified Male: Absolutely.

Unidentified Female: – Have the board.

Unidentified Male: Yes.

Unidentified Female: They still have the board in all the break rooms where you can put your suggestions and….

Unidentified Male: Yes, feedback to flights –

Unidentified Female: Yes.

Unidentified Male: – Our pit involvement team.

Unidentified Male: Surveys.

Unidentified Male: Surveys.

Unidentified Female: Surveys.

Unidentified Male: I know, in-flight has their own, but the\_\_\_\_\_ [00:46:21], they have an [redacted] program, which is just like [redacted] for us. All of those things combined are continually moving forward. And that's, again, I think [company] is really big on peer to peer as well. That's when your [redacted] team, and [redacted] teams, safety teams, all of that is a huge part of that.

Unidentified Female: Yes. And they have safety people that work in the different areas that have safety meetings with the safety people that are…. That, I mean, this, there's people that have the position of safety. And then there's agents –

Unidentified Male: \_\_\_\_\_ [00:46:57] .

Unidentified Female: – Like myself that come in. Yeah, good.

Unidentified Male: We have a safety liaison team –

Unidentified Female: Yeah.

Unidentified Male: – The people from different work groups –

Unidentified Male: Work groups.

Unidentified Male: – Work areas come and join us.

[END OF TAPE]