

Appendix B: Interview Guide for PHLI Graduates

PHLI Graduate INTERVIEW GUIDE - Interviewer Version

Hello, my name is _____ and I'm with the PHLI evaluation team. How are you today? Before we start the interview, I need to go over some information with you to make sure you fully understand what we'll be doing today. The purpose of this evaluation is to help us evaluate the influence that PHLI may have had on you and on the wider field of public health, and to get your suggestions on the future of PHLI.

I also want to remind you that your participation in this interview is completely voluntary, and you may stop the interview or skip any question at any time. Simply tell me you'd like to quit the interview or skip a particular question to do this.

This interview should take about 45 minutes and will be recorded unless you tell me that you do not want your interview recorded. Again, you can stop the recording at any time by telling me to do so. All information will be kept confidential. You are one of about fifteen graduates that we plan to interview; and we'll combine the information you give us with their information in our reports. If for any reason we wanted to use your story and identify you by name, we would only do that with your written permission and get your OK on whatever we wrote as your story.

I also wanted to let you know that you can contact Karl Umble, who is the Principal Investigator at (919) 966-8214 with questions about this research study. Do you have any questions? Do you give your consent to participate in this study? Great - let's start. Is it ok for me to turn on my recorder?

Part One: Your Leadership Story and Influence

First, let's talk about the outline of this interview.

- First, I'll ask you basically where you have worked and positions held, to get an overview.
- Then, I'll ask you about the general influences of PHLI on you and your leadership.
- Next, we ask if and how PHLI influenced the jobs or the voluntary leadership you took on in public health.
- After that, we ask you to tell (if possible) any specific stories that how PHLI may have influenced specific organizations or policies or outcomes in public health.
- Finally, we ask for your comments about the future of public health leadership and PHLI. OK?

1. What are some of the professional positions you have held, and where?
2. What were some of the main reasons that you applied for PHLI?
3. Explain some of the most important influences or benefits that PHLI had for you.

Ask questions to go into the following:

Personal changes or transformations in attitude, confidence, perspectives, skills, networks?

How generally or specifically did these changes influence the leadership positions you took on, or the voluntary leadership efforts you took on?

How generally and specifically did the program influence how you "led" or influenced or acted within your leadership positions or within voluntary positions you took on? Please give some specific examples.

We know that there are many complex influences in the real world. However, can you describe any impact that you had, that your participation in PHLI may have contributed to? Perhaps through positions or voluntary work you took on, or through how you led or influenced or acted within those positions. Please give some specific examples.

Specific Areas that we would like to get answers to through the above. Ask these if they are not already addressed. If covered well, skip to page 6.

4. Did participating in PHLI *help you attain* the paid leadership positions (jobs) that you took after PHLI?

Interviewer: Do not read these options

- Not applicable, I stayed in the same position (Skip to Question 5)
- No, I took new positions, but PHLI did not help me attain them (Skip to Question 5)
- Not sure (Skip to Question 5)
- Yes (Go to 4B)

b. If yes, give us at least *one* example of a position you took that PHLI helped you attain.

Position _____ (e.g. Deputy Director)
Type of Organization _____ (e.g. State Health Dept.)

Position _____ (e.g. Deputy Director)
Type of Organization _____ (e.g. State Health Dept.)

d. *Briefly*, explain how PHLI influenced your attaining this job or jobs?

(Don't read these - open-ended - interviewer check all that apply)

- Increased my *skills* needed for the job(s)
- Increased my *confidence* that I could do that work
- Increased my *interest* in taking on the position(s)
- Increased my *courage* to take the position(s)
- Through *networks* I developed through PHLI
- It *impressed* the employer that I was a PHLI graduate
- Other (please specify):

5. a. Did participating in PHLI *influence* the leadership roles you took on that were not directly required by your formal paid job, such as task forces, boards, professional associations, or informal advocacy?

Interviewer: Do not read these options

- Not applicable, I did not take on such roles (Skip to Question 6)
- No, I did take on such roles, but PHLI did not influence me to do that (Skip to Question 6)
- Not sure (Skip to Question 6)
- Yes

No – Go to Question 6

Yes – Go to 5b

b. Please tell me at least *one* example of a role you took and explain whom it was with and what you did:

Role _____ Organization _____

Role _____ Organization _____

Role _____ Organization _____

c. *Briefly, how* did PHLI influence your taking this work? (Interviewer check all that apply, do not read the options)

- Increased my *skills* needed for the work
- Increased my *confidence* that I could do that work
- Increased my *interest* in taking on the work
- Increased my *courage* to take on the work
- Through *networks* I developed through PHLI
- It *impressed* the sponsor that I was a PHLI graduate
- Other: (please specify): _____

6. Did PHLI contribute to the impact or results you have been able to achieve (or contribute towards)?

- No
- Not sure
- Yes

Probes: organizations, programs, systems (e.g. a partnership, collaboration, new cross-organizational system or method for improving practice), or policies (laws)?

Can you give an example?

- What was the situation?
- What was the impact or result, and why was this important?
- How did PHLI influence this change?
- What do you think would have happened in this situation, without PHLI?

Part Two: Broader Results

7. What broader results or benefits of PHLI have you seen on a national level?

Part Three. The Future of Public Health Leadership Development

Many people are trying to make decisions about the future of public health leadership development in the U.S. Before we talk about PHLI's specific role, let's talk about the entire system of public health leadership development in the U.S.

8. Let's say federal agencies and foundations wanted to know how to invest in public health leadership development.
 - a. What kinds of programs or initiatives would be most beneficial?
 - b. For whom should these programs or initiatives be targeted or focused?
 - c. Linkage: How might these programs or initiatives be linked together?

Now let's focus on the future of PHLI itself, the major national level leadership development initiative. Draw out negatives if brought up.

9. What should be its main goals?
10. Who should be the main target audience(s)? Why? (Emerging leaders? Senior leaders? Specific fields in public health or general for all audiences?)
11. Is there anything else you would like to add?

Thank you very much!

Optional if time, in order of priority these questions:

12. What types of leadership development opportunities should the program offer? (One big program like PHLI has been, or a menu?)
13. What kind of follow-on activities would be most helpful after the "program" is concluded?
14. What should be its relationship to the existing State and Regional public health leadership development programs and other similar leadership programs?
15. How, if at all, should the program (or its action learning projects that leaders complete) be linked to national public health priorities (such as specific infrastructure improvement initiatives, or specific public health problems such as avian influenza or heart disease)?