

APPENDIX A

The following questions are intended as a general guide for the interviewer and to ensure that each area of interest is captured at some point during the discussion. Questions one through eight must be asked, however the interviewer is encouraged to probe the responses to those questions to clarify responses, elicit additional detail and to explore intriguing/unusual comments. Examples of probing questions are included below the main questions (a, b, c, etc.).

As data analysis and collection occur concurrently, it may be necessary to add to or revise the questions to better capture emerging themes. Participants may be contacted for a second brief telephone interview to answer any additional questions that have been added to the protocol.

1. Can you describe the work done in this unit and what your role entails?
 - a. How often have you been the immediate supervisor of an employee who requires accommodation for a back injury or some other musculoskeletal condition?
2. What factors do you consider when it comes to finding modified jobs for back injured workers?
 - a. How might productivity demands (i.e. how busy your unit is) affect your accommodation planning?
 - b. What role would the employee's work history (e.g. performance, disciplinary history, attendance, seniority) play in your decisions about accommodation?
 - c. How might the social connections among employees affect your planning?
 - d. In what way might the length or cost of the accommodation influence you?
3. Which of the factors you've talked about play the most important role in your accommodation planning?
 - a. Why are these the most important factors?
 - b. What aspects of the factors make it difficult to provide modified work?
 - c. What aspects make it easy to provide modified work?
4. What is the process that you normally follow when you are accommodating an injured employee?
 - a. What steps do you take?
 - b. What is the difference between how an effective supervisor would accommodate and how a less effective supervisor would accommodate?
5. Who is normally involved in the accommodation planning process?
 - a. What role does each person play?
 - b. Who has the greatest influence on the outcome of an accommodation?
6. What do you see as the most important function of the immediate supervisor in a back-injury accommodation?
7. Think of a time when you were involved in the accommodation of a back injured employee.

- a. What were the most challenging aspects of the accommodation process?
 - b. What were the easiest things to deal with?
 - c. What factors do you think contributed the most to a positive or negative outcome?
8. How might your decisions and accommodation planning process be different if the injury or illness was different?