

**APPENDIX K:
INTERVIEW QUESTIONS RELATED TO PARTNERSHIPS FOR WHD NATIONAL OFFICE STAFF**

Introduction: In January, ERG performed a number of interviews with National and Regional/District office WHD staff to gain an understanding of the WHD Child Labor program. This set of questions comprises a second round of interviews, but focused specifically on partnerships. The January interviews touched on partnerships, but those interviews were primarily concerned with providing descriptive and background information on partnerships. The questions below, on the other hand, are designed to delve deeper into WHD’s use of partnerships in the Child Labor program.

To begin the interview we would like to revisit the description of partnerships provided to ERG by WHD:¹

Preliminaries: Terminology and Documentation

WHD provided ERG with the following definition of “partnership”:

“A partnership is a generic term that describes varying degrees of involvement with a particular business, association, organization, levels of government (Federal, State, or Local), school, foreign consulate, or immigrant group.”

“A formal partnership generally means a signed agreement that explicitly describes the mutual goals of the partnership. In some instances an agreement can involve a formal Memorandum of Understanding, in others merely a letter agreeing to work together. WHD regularly monitors these formal agreements to see if they are still relevant.”

“WHD also informally ‘collaborates’ with various organizations, associations, businesses, all levels of government, schools, foreign consulates, and immigrant groups. These collaborations can either be WHD initiated or conducted through a request by a particular partner. Any WHD initiated partnership activity should be reflected in the Planning and Results Reports for a particular region or district office.”

1. How did WHD arrive at this definition of partnerships and/or collaboration?
2. Has this definition changed since it was provided to ERG? What do you think of that definition now? Does this set of terms still fit for the purposes of this evaluation?
3. Where do compliance agreements with employers fit in? Are they considered formal partnerships or are they considered separate from partnership activities?
4. What is the appropriate term for an organization that “informally collaborates” with WHD? Is it acceptable to refer to that arrangement as an ‘informal collaboration’ or could it be referred to as an informal partnership?
5. What is the current policy on the terminology WHD uses to describe partnerships? Are there any internal memorandums, perhaps addressed to regional and district directors, which we can refer to?

¹ Discussed during kickoff meeting of October 10, 2007 and then provided to ERG for use in ERG’s Final Work Plan dated November 12, 2007.

WHD Partnerships in General

6. Several interviewees mentioned a ‘template’ for regional and district offices to use for formal partnerships, how was this template developed?
7. How do national-level partnerships affect the district offices? In other words, if there is a formal partnership with the a national-level Association does it imply that there is a partnership between a DO and a local chapter of that Association?
8. How do district-level partnerships affect the national and regional offices? If a district office has a successful relationship with an organization, will the national office pursue a partnership with that organization (at the national level)?
9. What is the role of the review by the Solicitor in formal partnership formation?
10. How do child labor partnerships differ from general FLSA partnerships? How do CL and FLSA partnerships overlap?
11. What goals does WHD have for partnerships in general?
12. What steps has WHD taken to meet its PART improvement plan objective of measuring the value of partnerships (other than this evaluation)?
13. Has WHD implemented any changes to the partnership program in response to OMB concerns?
14. How does WHD see partnerships evolving in the future?

Outcomes of Child Labor Partnerships

15. What outcomes or results does WHD hope to get from partnerships?
16. Is improved investigation targeting a key goal of partnerships with state and local agencies?
17. What should be the outcomes from successful partnerships?
18. Can you describe outcomes that have resulted directly from successful child labor partnerships?
19. Which partnerships are perceived to have produced good outcomes? Why are these partnerships perceived to be successful?
20. ERG also included a list of partners that were mentioned in the interviews we conducted in January. From that list of partners, which ones stand out as being “successful” partnerships? Can you describe the specific advantage to WHD for some of the partners listed?
21. What types of partnerships (national – state – local; formal or informal) do you think have the biggest impact on compliance and awareness? Is there data available to support this? If not, can you give an example?
22. What challenges does WHD face to collecting data about partnership outcomes and activities?

23. Does WHD have a method for acknowledging partnerships that are particularly successful or active?

Linking Partner Characteristics and Activities to Outcomes

24. With respect to the partnerships discussed above, or any other successful partnership you can think of, what types of activities contributed the most to producing good outcomes?
25. What partnership activities do you think have the biggest impact on compliance and awareness? Is there data available to support this? If not, can you give an example?
26. How does the level of activity by a partner contribute to successful partnership activities?
27. Is there a preference concerning the way that the materials are distributed by partners? From the attached list of partner distribution strategies, which types of distribution are preferred? [See attached list]
28. Describe the types of partners that are most likely to participate in the activities discussed above? What types of partners are most often associated with successful activities?
29. Which type of partner organization is most effective at reaching the intended audience? For targeting enforcement, compliance assistance or outreach? For generating awareness, interest or trust? Is there data available to support this? If not, can you give an example?
30. Do some types of partners require greater investment of time and resources from WHD to keep the partnership going? Are some partnerships easy to maintain? Can you give examples?
31. What type of planning should take place prior to the partnership to increase the likelihood that the partnership will be successful?
32. What type of communication should take place between partners during the partnership to increase the likelihood that the partnership will be successful?
33. Does the NO prefer to partner with an organization as a whole, or to focus on developing a relationship with an individual within the organization?
34. What level of activity by WHD increases the likelihood that the partnership will be successful? What level of activity by WHD in a partnership is acceptable?
35. What types of activities is WHD allowed to do as part of a partnership? What is not allowed in a partnership agreement?
36. What types of conflicts with partners does WHD seek to avoid?

Final Questions

37. What factors lead to a successful partnership?
38. What are the benefits of partnerships to WHD? To partners?

ATTACHMENTS

Partners mentioned in first round of interviews:

- American Society of Safety Engineers (ASSE), SW Region, SE Region, Des Moines DO,
- Boy and Girl Scouts, SW and SE Region
- Boys and Girls Club of America, SW
- California School Districts, W Region
- California Association of Work Experience Educators (CAWEE), W Region
- Chambers of Commerce, W Region
- Connecticut Young Workers Safety Team, Hartford DO
- College of the Mainland – Galveston, SW Region
- Culinary University, Hartford DO
- CVS, Hartford DO
- Illinois Secretary of State, St. Louis DO
- Iowa Health Care Association, Des Moines DO
- Iowa Seed Corn Association, Des Moines DO
- Justice and Equality in the Workplace (JEW), SW Region - Houston
- Justice, Safety and Equality in the Workplace (JSEWP), SW Region - Dallas
- Mexican Consulate, SE Region, Des Moines DO
- National Restaurant Association, W Region, Des Moines DO, Hartford DO, Pittsburgh DO
- Pittsburgh SPORTS, Pittsburgh DO
- (National) Grocers Association, W Region, Des Moines DO
- New Jersey Department of Education, Hartford DO
- Nursing Home Association, Hartford DO
- Occupational Safety and Health Administration (OSHA), SW Region, Hartford DO, Des Moines DO
- Philadelphia School District, NE Region, Philadelphia DO
- Pittsburgh SPORTS partnership, Pittsburgh DO
- Rhode Island State Child Labor Coalition, Hartford DO
- SafeChild program school districts (St. Louis), St Louis DO
- State Worker's Compensation Agency, W Region, Philadelphia DO
- Texas State Driver's License Agency, SW Region
- Texas State Child Labor Offices, SW Region
- Texas Workforce Commission, SW Region
- The Information Group for Asian American Rights (Tigaar), SW Region - Houston
- 4-H, NO

Partner Material Distribution Methods:

Manual:

- Hand out materials directly to members, employees, customers or students
- Post materials in a public location such as a bulletin board or information booth

Mail/Publication:

- Mail material directly to members, employees or customers
- Print material in newsletter that is mailed to members
- Attach material to other forms or mailings such as customer bills, contracts or applications
- Download the material from the YouthRules web site to print out and distribute
- Send mail or post notices with directions to download materials from web

Electronic:

- Place web link to the YouthRules web site on their web page
- Post the material directly on their web site
- Include material in electronic newsletter or listserv
- Send material in an “email blast” to members
- Send an email to members who may download materials or request a hard copy