

Pre-Fellowship Interview Guide

Date: _____

PID: _____

Demographic Questions

1. Age: _____
2. Race: _____
3. Ethnicity: (Hispanic or Latino?) _____
4. Gender: _____
5. Sexual Orientation: _____
6. Highest Level of Education: _____

I. Background

1. To start, tell me about your education and employment background.

- *Topics to cover with probing questions: Formal education, previous employment type and positions (specifically probe for previous leadership positions)*

2. What led you to start working at [current organization]?

- *Topics to cover with probing questions: length of tenure at current organization, previous roles held within current organization, etc.*

a) What got you interested in HIV work?

3. What are your primary job duties in your current position?

- a) Do you have any supervisory or project management duties?
- If yes, please describe.

II. Leadership qualities

1. I want to talk more about your own leadership experiences both at your job and in other areas of your life. To start, what does being a leader mean to you?

a) What are the most important qualities in a leader?

2. Tell me about a leadership role you have had – either formally or informally.

- *If not had any leadership roles:*
 - a) What do you think has prevented you from taking on leadership roles?
- *If had leadership roles:*
 - a) How did you become a leader in that situation/environment?
 - b) What was your experience like?
 - c) How did you feel about being a leader?

3. What opportunities have you had to be a leader in your current position at work?

- *If not had opportunities:*
 - a) What do you think has prevented you from taking on leadership roles?
 - b) Have you discussed your desire for leadership roles/positions with your supervisor or other managers? Why/Why not?
- *If had opportunities:*
 - a) Describe those opportunities.
 - b) How was your experience as a leader?
 - c) What challenges did you face as a leader?
- *If has been a leader outside of work, but not as much within the workplace:*
 - a) You've taken on leadership roles outside of work, but have not been formally recognized as a leader at work. Why do you think that is?

4. Now, I want to talk about leadership within your organization. What is the relationship like between leaders and the individuals they supervise or other staff in your agency?

- a) Is there a strict hierarchy? If yes, how does that play out in your daily work?
- b) Are there any informal leaders; people who may not have manager or supervisor responsibilities, but who demonstrate leadership skills or informally lead?

5. Think about the racial, gender, and sexual identity of the leaders at your organization. Do you see diversity in your leadership?

a) What/who is missing?

If lack of diversity in any area:

- a) Why do you think you have a lack of diversity in your leaders at [agency]?
- b) How do you think this lack of diversity affects the work your agency is doing or what they strive to do?
- c) What affect does that have on staff?

6. Tell me about a manager or leader in your organization who you respect. What qualities does he or she have that you admire?

III. Fellowship program

Finally, I want to spend more time talking about the Fellowship program you're just starting.

1. As you know, the goal of the program is to increase the number of leadership positions held by people of color in organizations providing HIV services. Why do you think Wisconsin needs a program like this?

- a) Why is it important for [your organization] to have leaders who are people of color?
- b) What do you think would change as a result of having more leaders of color in the HIV field in Milwaukee?

2. Why do think there is a lack of people of color in leadership positions within the HIV field?

- *Encourage participants to consider social/environmental factors within society and their individual agency*
- a) What factors might be contributing to the racial disparities between leadership and front-line staff?

3. Why were you interested in being part of this Fellowship?

- a) Why do you want to be a leader in the field?
- b) Why do you think you will be or already are a strong leader?

4. What are some of the barriers you face to assuming a leadership role in your agency?

- *Encourage participants to consider both individual traits and social/environmental factors within the agency*
- a) What have you done to try and overcome any of those barriers?

5. What skills are you hoping to gain from this Fellowship?

- *Encourage individuals to think about both practical and interpersonal*

6. What other goals do you have for yourself while in the program?

- *Encourage participants to also think about relationship building or professional and personal goals*
- a) How do you think this Fellowship will help your professional development?
 - *Promotion? Informal leadership?*

7. Finally, tell me about your long-term career goals.

- *Probe for goals around additional schooling, different line of work, leadership goals, etc.*

8. What reservations or concerns about the Fellowship program do you have?

Post-Fellowship Interview Guide: Fellows

I. Fellowship experience

1. To start, tell me about your experience within the fellowship.

- *Probe for positive and negative experiences, expansion on any vague comments, etc.*

2. What were you hoping to get out of the Fellowship?

- *Did the program meet your expectations?*
- *What was missing?*

3. What were the most important things you learned during the Fellowship?

- *Probe for both interpersonal/soft skills and practical skills*

4. Some fellows expressed frustration over how the fellowship began. What recommendations would you have to improve how things started?

- *How can expectations of the program be clarified?*
- *What recommendations do you have to improve orientation to the Fellowship?*

II. Fellowship application to daily work

1. How have you incorporated what you've learned in the Fellowship into your daily work?

- *What skills are still needed?*

2. What, if anything, has changed in your daily work and responsibilities as a result of the Fellowship?

- *What opportunities, if any, have you been given to use your leadership skills or other skills you've learned within your organization?*
- *Did the fellowship or skills learned part of the fellowship influence any decisions to apply for other jobs internally or at other organizations?*

3. How has engagement in the Fellowship changed the relationship you have with leadership in your organization or other staff?

III. Feedback on Fellowship Program

For this next set of questions, we want to get your feedback on specific areas of the Fellowship.

1. Start with telling me about your experience with the Fellowship meetings with LG.

- *What was most useful?*
- *What could be improved?*

2. In addition to Fellowship meetings you had the 2 series of Trainings. Let's start with the AIDS United series. What was your experience like with those trainings?

- *What was most useful?*
- *What could be improved?*

You also had trainings with Chiquita; how was your experience with those?

- *What was most useful?*
- *What could be improved?*

3. You also had online courses. Tell me about how your experience was with those?

- *What was most useful in those courses?*
- *How could these courses be better incorporated into the Fellowship program?*

4. At the beginning of the Fellowship there were coaching sessions with Eliza. Tell me about your experience with those sessions.

- *What could be done to make the coaching more useful?*

5. You also had a preceptor and learning opportunities within your agency. Tell me about your relationship with your preceptor.

- *What opportunities did your preceptor provide that allowed you to apply what you were learning in the Fellowship?*
- *What recommendations would you have for future preceptors?*

6. Finally, I want to hear more about your interactions with staff from the State AIDS/HIV program. This would include Hester, Jacob, and Ricardo. What were your interactions with these staff like regarding the Fellowship?

- *How could the State staff be more helpful or supportive to Fellows in future cohorts?*

IV. Future of the program

1. As you know, the goal of the program is to increase the number of leadership positions held by people of color in organizations providing HIV services. How do you see this program contributing to that goal?

2. If this fellowship program continues, what 3 main changes would you recommend?

3. Some fellows expressed interest in serving as mentors to the next cohort of fellows. What do you imagine those could look like?

- *What role would you play as a mentor?*

V. Fellows' future career goals

1. What does being a leader mean to you?

- How confident are you in being a leader in this field?

2. What are some of the barriers you will face to assuming a leadership role in your agency?

- *Encourage participants to consider both individual traits and social/environmental factors within the agency*
- *What have you done to try to overcome any of those barriers?*

3. Tell me about your long-term career goals and plans.

- *If they mention wanting to start a nonprofit or their own organization, ask specific questions about how Fellowship informed that. What need do they see in the community that is currently not being met by existing organizations?*

4. How will this fellowship influence your next steps professionally?

- *Given this experience, how likely are you to be in contact with someone from the fellowship (other fellows or staff) to seek support?*
 - Probe for specifics – who, for what kinds of support, etc.

5. Fellows have expressed interest in on-going support after completing the fellowship. If you the fellowship program were to provide on-going support, what would you like to see?

- Given the following options, which would you find most useful for continued support:
 - Continued facilitated meetings as a cohort with LG
 - One-on-one individualized mentorship or meetings to discuss how to apply what you learned in the fellowship
 - One-time trainings on specific content areas

Post-Fellowship Interview Guide: Preceptors

I. Fellowship experience

1. To start, tell me about your experience as a preceptor or mentor within the fellowship.
 - *Probe for preceptor-related interaction with fellow: how frequently did you meet with the Fellow, how would you describe your mentor-mentee relationship?*
2. Why did you think [agency name] was a good fit to participate in the Fellowship program?
 - *How do the goals of the Fellowship fit with broader goals of [agency]?*
3. Did you feel like you had enough information and support from the fellowship program, specifically the AIDS/HIV Program staff, to be an effective mentor to your fellow(s)?
 - *What could have helped you provide more effective mentoring to your fellow(s)?*
4. How did participating in the Fellowship affect you, from a professional standpoint?
 - *How do you think having a Fellow at your agency will affect staff or management diversity?*

II. Impact on fellow

1. From your perspective, what impact did participating in the fellowship have on your fellow(s)?
 - *What changes have you noticed in your fellow(s) over the past year of the fellowship?*
 - *Probe for growth, learning, leadership development*
2. Do you feel that your fellow(s) is/are more ready to take on a leadership position or leadership responsibilities than they were before the fellowship?
 - *Probe for whether changes are attributed to fellowship participation*
 - *Probe for whether fellow has taken on additional responsibilities*
 - *If not ready for more leadership: What additional skills or resources could the Fellowship have provided to the Fellow?*

III. Feedback on fellowship

1. Thinking about the Fellowship as a whole – the structure, focus, coordination of the fellowship:
 - *What worked well?*
 - *What could be improved for future cohorts?*
2. Fellows participated in a number of different fellowship activities: fellowship meetings with LG, in-person trainings with national trainers, online courses through UWM, and individual coaching. What feedback, if any, do you have on these specific pieces?
 - *What worked well?*
 - *What could be improved?*

3. Tell me about your experience communicating and working with staff from the State AIDS/HIV Program on fellowship-related activities. *(Hester & Jacob)*
 - *What was useful?*
 - *What could be improved?*

- Did you attend any of the in-person trainings with AIDS United or Chiquita Board from PROCEED?
 - If yes, which one(s)?
 - What was your experience with the training(s) like?
 - *What was most useful?*
 - *What could be improved?*

IV. Future of the program

- As you know, the goal of the program is to increase the number of leadership positions held by people of color in organizations providing HIV services. How do you see this program contributing to that goal?

- If this fellowship program continues, what 3 main changes would you recommend?

- Would you be interested in having more staff participate in this fellowship in the future?

Post-Fellowship Interview Guide: AIDS/HIV Program Staff

I. Fellowship experience

- To start, tell me about your experience with the fellowship.
 - *What was your role/involvement with the program?*
- What impact did being involved with the fellowship have on you, professionally?

II. Impact on fellow

- Describe your level of interaction with the fellows during the fellowship.
- *If staff describes some interaction:* From your perspective, what impact did participating in the fellowship have on the fellows?
 - *What changes did you notice in the fellows over the past year of the fellowship?*
 - *Probe for growth, learning, leadership development*

III. Feedback on fellowship

- What do you think was successful about the fellowship?
- How could the fellowship be improved for future cohorts?
 - What 3 main changes would you recommend?

IV. Future of the program

- As you know, the goal of the program is to increase the number of leadership positions held by people of color in organizations providing HIV services. How do you see this program contributing to that goal?

Post-Fellowship Interview Guide: Facilitator

I. Fellowship experience

1. To start, tell me about your experience with the fellowship.
2. Talk more specifically about your role as facilitator for the fellow meetings.
 - *What worked well?*
 - *What could be improved?*
 - *Probe for feedback on curriculum topics, schedules/structure: Were there specific curriculum topics that worked especially well? Ones that did not work well? How did you find the schedule and structure of the Fellow meetings to work?*
3. What impact did participating in the fellowship have on you?

II. Impact on fellow

1. From your perspective, how did participating in the Fellowship affect the Fellows?
 - *What changes have you noticed in the fellows over the past year of the fellowship?*
 - *Probe for growth, learning, leadership development*

III. Feedback on fellowship

- We'd like to get your overall feedback on the Fellowship.
 - *What worked well?*
 - *What could be improved?*
 - *What would you change if you facilitated Fellow meetings for a new cohort?*
- Fellows participated in a number of different fellowship activities in addition to their meetings with you: in-person trainings with national trainers, online courses through UWM, and individual coaching. Any feedback on any of those specific pieces?
 - *What worked well?*
 - *What could be improved?*
 - *How did these other components of the Fellowship fit with the Fellowship meetings?*
- Tell me about your experience communicating and working with staff from the State AIDS/HIV Program on fellowship-related activities. (*Hester primarily, Jacob and Ricardo minimally*)
 - *What was useful?*
 - *What could be improved?*
 - *Were there any areas of support or guidance that you needed but did not receive?*

IV. Future of the program

- As you know, the goal of the program is to increase the number of leadership positions held by people of color in organizations providing HIV services. How do you see this program contributing to that goal?
- If this fellowship program continues, what 3 main changes would you recommend?