

EXECUTIVES AND MANAGERS INTERVIEWED

Following is a listing of the executives and managers who were interviewed during the course of the study. Many were interviewed more than once. Each interview typically lasted 60-90 minutes.

(* located at a CNCS field office)

1. Phyllis Beaulieu, Director of Personnel
2. Christine Benero, Director of Public Affairs
3. Michael Berning, Director of Field Liaison
4. *Kenith Bixler, Regional Camp Commander, Perry Point, MD
5. Robert Bush, Acting Director, AmeriCorps VISTA
6. Amy Cohen, Director of Service Learning
7. *Malcolm Coles, Director, Area Manager, Boston, MA
8. *Charles Davenport, Region Director, Washington, DC
9. Charlene Dunn, Director, National Service Trust
10. *Kathleen Ferguson, Area Manager, Denver, CO
11. *Rosetta Freeman-Busby, State Program Director, Washington, DC
12. *Rocco Gaudio, Service Center Director, Philadelphia, PA
13. J. Russell George, Inspector General
14. Steven Goldsmith, Chairman of the Board of Directors
15. Michelle Guillermin, Chief Financial Officer
16. *Thomas Harmon, State Program Director, Richmond, VA
17. Peter Heinaru, Director AmeriCorps State & National
18. Katherine Hoehn, Acting Director, Congressional Affairs
19. *Robert Jackson, State Program Director, Minneapolis, MN
20. *Darryl James, Director, Area Manager, Atlanta, GA
21. Gary Kowalczyk, Director of Planning and Program Integration
22. *Timothy Krieger, State Program Director, Chicago, IL
23. Colleen Lanza, Supervisory Personnel Management Specialist
24. Leslie Lenkowsky, Chief Executive Officer
25. Kimberly Mansaray, Director of AmeriCorps Recruitment, Selection, and Placement
26. *Vince Marzullo, State Program Director, Providence, RI
27. Rosie Mauk, Director of AmeriCorps
28. *Michael Mercil, Director, National Service Leadership Institute, Oakland, CA
29. David Reingold, Director of Research and Policy Development
30. Peg Rosenberry, Director, Grants Management
31. Teresa Scannel, Director, National Senior Service Corps

32. *Lee Spencer, Service Center Director, Oakland, CA
33. David Spevachek, Chief Information Officer
34. *Russell Stone, Cluster Team Leader, Chicago, IL
35. *Linda Sunde, State Program Director, Milwaukee, WI
36. Frank Trinity, General Counsel
37. Gretchen Vander Veer, Director, Leadership and Training
38. Nancy Voss, Director, Equal Employment Opportunity
39. John Wigton, Supervisory Labor and Employee Relations
40. *Harold Williams, Service Center Director, Atlanta, GA
41. *Thomas Wiora, Service Center Director, Chicago, IL
42. Wendy Zenker, Chief Operating Officer

43. Kelly Daly, AFSCME Local 2027 President

In addition to these executives and managers, 33 employees were interviewed in a formal setting and we talked with another 15-20 employees who wanted to offer their views outside the interview and focus group process.

Corporation for National and Community Service
Protocol for Interviews

Name of Interviewee: _____

Date of Interview: _____

Location: _____

Interview conducted by: _____

SUGGESTED INTERVIEW QUESTIONS

(Begin by reviewing project objectives and emphasize that this is a study designed to improve the Alternative Personnel System -- not to harm individuals. Assure confidentiality and ask for candid views about the organization's and the APS' strengths and weaknesses.)

1. How long have you been with the Corporation?
2. Current Job title?
3. Department?
4. Briefly describe your job or major duties?

5. Have you held any previous job titles with the corporation? If so, what and when?

6. What kind of appointment are you serving on? (time limited term (how long?); general term, GS; discretionary).

7. Have you always been serving on this kind of appointment? If not, what kind of appointment did you have previously?

8. Have you worked in a Federal Government agency before? If so, where? Was your job GS or in an alternative personnel system?

9. What would you list as the 5 best things about working at the Corporation? (in order)

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10. What would you list as the 5 least-attractive things about working at the Corporation? (or what things would you most like to see changed?) (in order)

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11. How would you describe the overall morale at the Corporation compared with other organizations where you have worked? (high, good, low, very low, etc.)

12. Do you understand how the various elements of the Alternative Personnel System work? For instance: term appointments, salary increases, promotions, performance bonuses, hiring decisions, renewals/non-renewals of term appointments?. (probe knowledge on some areas)

13. If you had a question about how promotions or term appointments work, or if you thought you had been treated unfairly by your manager, who do you talk to? If you have an HR question, do you look to the Handbook or another source for info?)

14. What would you describe as the three greatest strengths of the Alternative Personnel System:

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15. What would you describe as the three greatest weaknesses of the Alternative Personnel System?

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16. How would you describe communications between management and employees?

-- communications with Executives

-- communication between units/ functional areas of the Corporation

-- communication between field and headquarters

-- staff communications with management

17. How would you describe the opportunities for upward mobility and career advancement at the Corporation?

18. How would you describe opportunities for professional growth, training, and development at the Corporation?

19. Do you have any additional thoughts about issues we haven't covered that you think are important for the study?