

## Appendix a - interview guide

### BLOCK 1 - Understanding of work in the area of Safety, Environment and Facilities

- 1.1 - What are the activities carried out daily to achieve your duties?
- 1.2 - Describe the flow of activities that involve the process of maintaining environmental certifications.
- 1.3 - Who is in charge of maintaining environmental certifications?
- 1.4 Who is part of the work team responsible for maintaining environmental certifications and what criteria to integrate that team?
- 1.1 - Talk about the meetings held with your work team. How are they organized? What is its duration, frequency and periodicity? How can employees express their opinions? Are they scheduled in advance?
- 1.5 - Is there rotation of people (turnover) in the team responsible for maintaining environmental certifications? If so, what criteria to replace and how is the integration of new members carried out?
- 1.6 What is the expectation of the higher hierarchical levels of the PAV regarding the performance of the Safety, Environment and Facilities Management? What do you understand is expected of management throughout their daily activities?
- 1.7 What is management's expectation regarding the performance of the people responsible for maintaining environmental certifications? What is expected of them throughout their daily activities?
- 1.8 - Are you tolerant of errors and mistakes made by team members in the performance of their activities?
- 1.9-What is the procedure for an employee to present a suggestion for a change in the work process in her area?
- 1.10 - Can you report any alteration that was incorporated into the daily work process of the area of maintenance of environmental certifications, by virtue of the action of its members?
- 1.11 - What other areas and/or sectors of the PAV that maintain greater interaction with the area responsible for maintaining environmental certifications? What does that relationship consist of?
- 1.12 - Are there consultancies or audits that interact with the team responsible for maintaining environmental certifications? What are they?
- 1.13 - If so, whose final word is on procedures to follow for maintaining environmental certifications and those external organizations? Is there negotiation or flexibility between the parties?
- 1.14 - What environmental certification do you consider most complex to maintain? Because?
- 1.15 - What does "sustainability" and "environment" mean to you?
- 1.16 - For you, what do "sustainability" and "environment" represent for PAV?

### BLOCK 2 - Artifacts, devices, equipment and materials that condition your professional and personal actions

- 2.1 What are the main rules, legislation and standards (internal and external) that you must follow to carry out the activities of maintaining environmental certifications?

- 2.2 Do you understand that such rules, legislation and regulations (internal and external) are fundamental for the performance of your daily activities or could you execute them in another, more efficient way?
- 2.3 - For you “rules should be followed, not discussed”?
- 2.4 - What sanctions and rewards (individual and/or collective) adopted in your management in the event of errors committed or process improvement throughout the activities of maintaining environmental certifications?
- 2.5 - What training and/or training did/do you do to carry out your activities in the PAV?
- 2.6 What are the tools (software, equipment, technologies) that you use daily to carry out your activities? Does your daily work depend on these tools?
- 2.7 - What current technology(s) do you “couldn’t live without”, whether in your work or personal life?
- 2.8 - What are the mobile phone applications that you “could not live without”, either in your work or in your private life?

### BLOCK 3 - Career, aspirations and professional and personal motivations of the management of the Safety, Environment and Facilities area

- 3.1 - Tell about your professional training and your career until reaching the Port Authority of Valencia;
- 3.2 Until then, do you consider yourself fully satisfied with your professional situation? Because?
- 3.3 What else motivates you to carry out your daily professional activities?
- 3.4 What least motivates you to carry out your daily professional activities?
- 3.5 - What are your professional expectations for the coming years?
- 3.6 - What are your personal (particular) expectations for the coming years? ■