**Introduction Script for Pre-Survey Interviews**

Before we jump in, I thought I’d share a little on what we’re working on here with you.

We were hired to help understand the company culture at Vaxart and then make recommendations for positive adjustments to it. So, our goal with the survey and interviews is to do some discovery.

I want to be sure you understand that everything you say to me will be totally confidential. For one, no one at Vaxart even knows who we are interviewing. We were provided a list of all employees and we randomly selected interviewees from our office in San Diego.

So I’m going to ask you some questions, and just answer however you feel. Say what’s on your mind. I will take notes, if that’s okay.

Once we’re finished, we will take all of our notes, move them all around like a puzzle into themes that we see among the notes. And we’ll remove any identifying information.

So your words will appear in our report intermingled among the words of your peers, divided up among all these themes.

And we will be sure anything at all that could even remotely identify you is removed. For example, if you said, “In our Fri meetings” we would remove that because it would narrow the possibility of who said it.

Does this make sense? Do you have any questions for me before we get started? So I’m going to ask you some questions, and just answer however you feel. Say what’s on your mind. I will take notes, if that’s okay.

**Questions you might get asked include:**

* Will we see the results of the survey?
  + You will be provided with an executive summary laying out the results, good and bad.
* Are you interviewing X dept, person, etc?
  + We are interviewing a random sample, which means that all employees have an equal shot at getting selected. Each dept is represented.
* Can I get in touch with you later if I think of more to add?
  + Yes - email Rebecca Del Secco, one of our People and Culture Consultants at Civility Partners, at Rebecca@CivilityPartners.com
* How many people are you interviewing?
  + Total we are interviewing 16 people; 10 employees and 6 leadership members.

**Questions to Ask Employees**

1. Can you tell me about the culture here? (then seek examples)
   1. Tell me about the strengths and weaknesses of Vaxart
2. Tell me about your direct manager and his/her management style (seek examples)
3. How is communication at Vaxart, in terms of getting information from the top, getting information about your job… whatever comes to mind. What’s good/bad about it?
4. Thoughts on things we should be focusing on for improvement?
5. Is there anything we haven’t discussed that I should be aware of?
6. Did you/would you feel comfortable reporting negative behavior that you experience or witnessed to someone? Why or why not?

If you have time:

1. Can you put your finger on the pulse of the morale in your department? On a scale of 1 to 10, 1 being worst and 10 being best, give me a number for the collective morale.
2. How did you come up with that number? Can you give me some examples of why you gave morale a \_\_?

**Notes for success**

* Your job is to collect perceptions in authentic form, and not pollute them with your own interpretations - **your notes should not paraphrase,** or offer judgment
* Try to get concrete examples all along the way. Try:
  + elaborate for me
  + can you give me some examples?
  + tell me what you meant by…
  + What would I have seen or heard if I was in the room?
  + What does that look or sound like?
  + How often does that happen/how long has that been going on?
* As long as you feel there’s more they have to say about a certain topic, say, “what else?” until they’ve exhausted everything they can think of
* If people comment they feel badly talking so negatively, you can say, “I definitely appreciate what you're saying, but I don’t hear you trashing X, I hear you sharing your perceptions so that we can understand what’s not working. Understanding the problem areas are how we can be most helpful.”

**Damoun - R&D department; worked since mid november 2020**

* In general, the culture is good. It is a very good understanding, and good relationships between people at my level and my colleagues.
* There are some trust issues and drama in the higher levels.
* I talk to my colleagues on my team and on other teams, usually the drama is amongst the junior people ,but the junior people here are like a family. We have two senior scientists who have drama amongs themselves. You can feel that there is competition between these two.
* We see people from other departments and there is mutual respect. We help each other if needed. It’s a good atmosphere.
* In general we have a good work/life balance. It’s laid back.
* I don’t see any future for the company. The company started in 2004 and IPO in 2018 but still doesn’t have any product in the market. There is no revenue. We have share options.
* I don’t see a bright future for this company. I don’t think people want to stay here long because there is no (especially in R&D dept.) promotions. A lot of people were waiting for their one year to get the stock options and then leave.
* I have reviews at other places,
* Here, I am not going to get promoted so I will go somewhere else for more money.
* Manufacturing screwed up and the clinical trial was slowed down.
* We’ve expanded and I’m not sure how long its going to last.
* They laid off a bunch of people then after COVID they started hiring people. There aren’t a lot of people who have been here a year. People reach one year and they ask about promotions and the managers have said there’s no promotions and that you have to prove yourself.
* The CSO has said that you have to be here for a few years to get promoted.
* There are all these promises right now, but it feels like all talk. We can’t rely on the words until we see the actions. This is causing the trust issues.
* The promise comes from my supervisor - she said that she’s trying to change the mindset around promotions but we haven’t seen any of that yet.
* In general I am good with my managers, but there is some mistrust. I would have followed my previous supervisor anywhere, but I don’t trust my current one just yet. In general the relationship is okay.
* Teri is really nice and approachable. I feel comfortable to go to her if I have a problem. I don’t know how effective she would be but I can talk to her.
* Roles are still being defined, we are trying to figure out roles and responsibilities. For a company who has been out for 20 years, that seems unexceptable.
* People are not super enthusiastic about Vaxart, but they don’t hate working there. It’s more of like a “it’s good for now, let’s see what happens” type of attitude.
* People don’t see that they can get promoted and get raises, and think they can get better money at a new place.

**Vadim - 6 months - Senior Director of Quality Control - putting processes in place**

* It is a friendly environment.
* The people here are knowledgable.
* People are easy to approach with questions. Team work is there.
* The leadership team and employees are a little detached. It’s good to have a clear understanding of the future of the company and a clear vision and goals which is missing at this point.
* There is no united message coming from the leadership team about where the company is going.
* We usually only find out something when it needs to be done, so there isn’t sharing of what is planning for the upcoming years. It’s a catching up game.
* We are acting as a start up company and there are lots of changes happening - good changes coming from different departments. However, it’s feels like we are constantly a few steps behind. People have started noticing that.
  + Internally, we are behind. It takes times to convince people you need support employees wise and then its a few months before you egt someone. Folks are overworked because we are short staffed; it seems like leadership didn’t plan for how fast changed would come and now we are playing catchup trying to make sure everything in place. By the time you hire and train the person we have to be going onto the next phase. They are realizing this and it’s fixable
  + We still have issues with the space and seating. People are coming back to work and they don’t even have a place to sit to do the work.
* Changes are happening on the leadership team and it’s not getting communicated down. There could be more open dialogue coming from leadership.
  + For example, during the company meetings the leadership should define clearly the companies objectives. Right now it’s just a general meeting.
* Every week we are onboarding. We tripled in size the last few months. People are coming from a larger organization and they are used to having a vision for the organization. That part is missing.
* The whole leadership team works from other states. There are comments internally that they are not accessible, or if they are it’s more about emails and online meetings. It’s not a five minute conversation it’s an hour long debate on teams or Zoom. They come once a month for two to three days, but I think some leaders should be physically at the site. This would also help with morale.
* Morale fluctuates, I’d say right now it’s around 6. It’s difficult for people to be comfortable onsite and set up their own areas. The cubicles are empty there are no personal items at all because they think they are going to be moved.
* We have four or five offices that are assigned to the leadership team who are here 3 days per month and they are sitting empty. They are not allowed to be reassigned or used by someone else. There are directors and senior managers who could be sitting there and taking meetings with direct reports and working in a private space. They are not allowed, it’s company policy. Only VP’s can have an office, but they are not physically here in CA. Many employees comment about this.
* I think the company should celebrate more milestones. There should be more announcements and at least something where people feel they are recognized. We are in the bay area and it’s difficult to compete. Other companies are providing food and things during the week because people are working during their lunch and we don’t do that. You may end up working from 11-12 because of meetings and you are skipping your lunch and there is no way to get out to eat somewhere. This can be attributed to the time difference with some folks.
* Generally you get good support from different teams. The calibration and knowledge is there.
* Salary wise, I think we are good to compete with others - benefit wise there could be additional stock options.
* HR is doing a great job with scheduling and bringing people on, but it’s a small team.
* Personal phones are used for communication. For people dealing with vendors and suppliers, they need to have company phones.
* I can’t complain about my manager. I have access to him if I need. He’s open to communication and suggestions. We do go back and forth sometimes, but at the end of the day I know I have his support.
* On the management level, the departments function differently. There is no agreement. If you had a clear vision of what needs to be done, then all the departments can be connected and move the same way. We are going through a learning curve with the new folks so the culture is a little all over the place.
* We can see changes happening the right way, but it takes a little longer to accomplish.
* We are hiring people and losing people. There is some turnaround right now. The folks here are staying half a year and not more and that shows the company culture - maybe they don’t want to be here, or some folks are overworked.
* Even if we only need three people, I think we need four openings because by the time you hire and train then you lose someone else.
* People need to know that there is room to grow at Vaxart so they don’t leave.

**Patrick - worked here twice; about 2 years between the two stints - process development.**

* The culture right now - the demographic is a mix of former and newer members of the company. We are decently diverse on almost all fronts - orientation, ethnicity, age, etc.
* We have an adaptable and open group of people that collaborate well and get along.
* When I first started here the number was scarce. As we are increasing in size, the workload is going up to. The attractiveness of the company. People are getting pushed to get projects done. With all the new people, the space could be bigger. We are outgrowing the physical space more quickly than we anticipated. The growing can cause stress.
* I haven’t seen anyone with a huge grudge with someone else.
* I like that we are driving a lot of the company based development. In the prior generation it was a lot more stagnant. This time around we are bringing on great people and trying to fill out all of these roles and make sure every facet of the company is more accommodated. Although we are currently wearing many hats, we do know that we are going to eventually get the proper people to delegate to.
* There are growing pains. It’s a bit up to the individuals as to how they adapt to it.
* There needs to be a connection between upper management and those who are more operational. People on the floor are seeing certain issues and need to be able to escalate them.
* There needs to be more communication and that needs to be addressed.
  + A lot of the communication - i know COVID plays a big factor - it’s a lot of people working at the ground level and get information relayed to upper management and it’s a difficult thing to do.
  + There aren’t a lot of intermediates. You have all the operators and then there is a director. We need to get those intermediates in between. There is a gap. The communication could be bridged better.
  + There are people who have managers on the East Coast and the only means to connect with them is via phone and video chat and that’s also difficult with the time difference. Managers have done a good job being accommodating, but it is a challenge still.
  + The time difference makes it difficult to schedule meetings with managers in it.
  + Across departments it’s like a game of telephone. Information is getting passed from one individual to another and the information trying to be relayed isn’t accurate at the end of the chain. There are times when certain individuals don’t get notified of things they need.
    - I was trying to send out samples to a third party lab that would run the analytics that we requested. I tried to put in a request for some samples and then it gets relayed to the quality department, and they fill out the form and it gets back to me and the improper samples were communicated and it got back to be last minute. I had to change the specifications for our test and when I got it back I didn’t have enough time. Come that day when the samples were made to go out, I was stuck in a frenzy trying to fix the documentation and specifications and preferences and rules. What was supposed to take a 20 minutes was a couple hours long trying to fix things and go back and forth with people. I’m left to sit there any look like the fool when the third party shows up and we don't have the forms filled out properly and are missing verifications.
* I don’t feel I was properly trained.
* There were times when documents changed on me and I had no idea. I had to adapt on the fly.
* Right now with documents it’s a read and understand type of training, but there aren't any specificities that get addressed. They just hand you the document and nobody talks to you about it or anything. If you email someone they help you but if there was a more in depth training that wouldn’t have to happen and people wouldn’t have to field the same questions over and over again.
* I have heard many times that we have such low reviews of ourselves online and that hurts the attractiveness of us and our ability to hire. My team in particular struggles to get people and so the workload falls on me.
* I want people to look us up and realize that we aren’t as bad as the previous era has said online. A lot of us from that culture know of it. We know of the interactions that occurred. A lot of people were bitter and posted online.
* The people that were laid off and brought off are still thinking about whether the company has actually changed for the better. Sometimes history repeats itself.
* Things are definitely better now because of the reorganization that was necessary.
* Some of the people that were prohibiting progress have been removed and the people who helped move the organization forward were retained.
* Some people still bring back a bit of snappiness or bitterness that existed in the previous era. I hope as we grow people heal.
* I’m doing a lot of work on my own. I keep getting told that I’m going to get some help, but it doesn’t happen. I get some temporary assistance, but it’s a bandaid.
* We have a lot of new people going in and I’m a go to person for bridging gaps since I’m from the old regime. It’s difficult for me to help everyone out and also get help for my own work. I’m a welcoming committee and doing basic training, getting them adjusted and acquainted. I have all these little extra odd jobs on top of what I”m supposed to be focused on. I enjoy helping people but it can be overwhelming.
* It’s normal for me to work whole weekends, if I had more people on my team I could delegate and make my workload more even.

**Janelle - part of quality control - 2 months**

* The culture is good for the most part.
* Everyone is very open and honest with each other. I feel like we are able to speak to each other in a way where we don’t have to have our professional guards up all the time. This helps with honesty in our meetings.
* It’s a good atmosphere to be in.
* One thing that impacts our culture in a negative way is that because it’s such an in progress point of our company there are lot of times where things feel scattered and disorganized. Sometimes as a new person we dont’ know what to do with our day. There is a communication gap on what needs to be done when because there aren’t systems in place.
* My first couple of weeks here I felt really lost. There wasn’t a set training schedule and I was being introduced into the company and it was up and down. As soon as the ball gets rolling people are pretty helpful.
* There is a communication gap that affects the culture.
* We are all at a different point in our learning. Even just learning how ot make a simple purcahse order - there were a lot of hurdles that could have been avoided if someone sat down and told me how to do something . There were a lot of times where I iddn’t get straight answers. I still have moments like that. I have moments where I am lost and I dont know who to ask anymore.
* They have tried to fix this. At some point they are going to have a Zoom training to eliminate the confusion. I guess a lot of people were asking on how to do something so they decided to to a training. It would have been more helpful when I first got here.
* Even the most simple things are hard to achieve because the communication isn’t there and the resources are non-existent.
* My relationship with my manager is good, but we dont’ communciate as often that I feel is normal. I’d be in previous jobs where I would have 1:1’s scheduled with my manager. With my current manager that’s not the case. It’s pretty sporadic. Even though I report to him, it feels like I don’t because it feels like we are doing our things.
* In my department we value having systems in place, but right now it’s putting the carriage before the horse. We are lacking so many resources. We are being asked to do testing and we don’t have the resources to do that testing. I’m borrowing equipment from other departments because QC doesn’t have a space yet. We are expected to meet deadlines and we don’t have the resources.
* There is a pressure to do your best work without the resources to do so.
* I feel there are times where the company tries to overcompensate in ways that are necessary, like having meetings and parties. There are other ways to recognize employees, like having a verbal recognition from someone you work for. In meetings in my last job there would be a portion for thanking others. I don’t feel a lot of recognition whenever I do achieve something. That stuff is important to me. We have a monthly meeting where it really just feels like we are being scolded for an hour straight. It’s from the Board of QC I think. He comes once a month to evaluate our progress as aw hole and sometimes it feels like all of our hard work is being hammered. I personally don’t feel great after those meetings.
* Rather than getting a catered lunch I’d like to be recognized for my hard work. I think those kinds of things make it worthwhile and motivate you to do your best.
* There are people who are very thankful and give recognition, but not everyone does it.
* Morale to me is a 7 or 8, for the most part I feel like our group is good. We know how to treat each other with respect and do the right thing.
* There are times where we aren’t working and we are just in our offices having casual chats during our break. People will say things that I don’t necessarily agree with or like. That makes me feel offended. I get offended by some of the ways people make off handed comments. I”m not afraid when those things happen. There are cases where I feel not personally offended, it’s an ethics thing, like making jokes about illnesses. That affects the morale and the vibe in the room. It’s common with certain people, there are only ten of us and there are a couple of people who tend to cross the line. I’m on the fence about reporting to HR.
* There’s one person who will make an off handed joke and when I stand up they will say, “okay don’t go to HR,” in a joking way. People will make comments like, “you only got hired because of so and so,” or , “you’re forgetful and that’s a sign of alzheimers.” There were times where I thought about going to HR, but at the same time I didn’t want to cause harm to myself in doing so.
* As we grow I hope they can incorporate more trainings, webinars, things like that for personal wellbeing and how to treat each other with respect.

**Richard - Accountant - going months 7 mo**

* People get along very well
* It's a collaborative environment. It’s hard to gauge about other departments. It helps when you are sitting next to people you like
* I like how they have been introducing the new hires. Sometimes the team leader will talk about them, e.g. this is what they do.

Weakness

* People will not come forward when it gets to be too much. We work a lot of hours and it seems to be the norm. We work on Sunday’s, we work late nights.
* I noted when taking the survey, the company is growing so fast and so new, there;s not much of a culture. Especially in covid world, with people working from home. There is not much of company culture.
* There are some pockets, but not much intermingling.
* Everyone seems to be in tier own department. Noone seems to know one another except in their department or who they need to talk to.

Work life balance

* Its not very good. I knew coming in it would be on the higher side and I thought I could handle it. I’m feeling the affects of that, it averages about 50 and sometimes a bit more.
* I talked to my manager about it. They are making plans to address it.
* It goes back to the culture. It feels like the norm.
* I’m having thoughts about if its a place I want to continue working with. I really like the people I work with.
* When I first mentioned to my manager about the hours, she understood. I probably put in less than some, even at 50-60 hours.
* I thinking they are doing everything they can to address the issue, they are looking to hire.
* It work life balance were better, it would be a good place to work. Everyone is super nice and respectful.

Direct manager

* She can be micromanage, but overall she's great.
* If a problem pops up, she will sit down with you and do it - micromanaging
* She has been some turnover, to find the right person for the role.   
  - she's pretty transparent.
* I feel like I can talk with her.

Communication top down

* If information is needed it will be passed down, but it gets a little more blocked off.
* Sometimes it gets ended because it’s just where the buck stops, so there is no need to press on. Sort of the saying, it’s above my paygrade. It hasn’t been said direct, but i get that sense.
* Overall it’s pretty good communication
* All in all, the communication is pretty good.
* It would be nice to see if it were more interdepartmental. It would be nice to know what the other departments are doing. We used to have lunch & learns. That would be nice.

Reporting negative behavior

* I would report, depending upon what it was. The more negative stuff, I would.
* Sometimes I think the lesser things get pushed under the rug. It’s not severe. Its the little details that would make life a little bit easier.
* Ex: when I put an x in a box vs a checkmark - it's been brought up in passing and I’ve mentioned it to higher ups. It seems like it's a little thing they don;t take into account what a difference it would make, so they don’t make the change. This is just said to my manager.

Pulse of org - 6 or 7: work life balance

Pulse of department - not factoring in work life thing, an 8 or 9: I like the people

**Josefina - Clinical Operations Manager - w/Vaxart since Sept. 2012**

* Vaxart has a great group of people.
* If managed properly, we all get our stuff done.
* -it;s 24/7. Also because we want to get our stuff done, because we are growing, one of the great things is more people, more robust company.
* Things are changing more towards a big corporate procedure thing.
* We still run the employees as if we are a small company
* I'm still not done by 7 that night even if I started at 5 in the morning. There's no break.
* Our meetings are set up from 8 in the morning to 5 and there are no breaks.
* Employees aren;t benefiting from the growth. We need more structured ways so that it;s not just added to what we were doing before. We are running as a big company but employees are running as if a small company, so employees are doing heavy work, in every situation. There’s not other people to do a certain part of a project. We have to do that part of the project, even though there may be someone.
* We’re not getting the support that a bigger company would give their employees to have a normal balance.
* There's no work life balance.
* There’s no one training you to do more tasks.
  + Kind of have to train yourself.
  + If a new app for communication, no one is training on the app and you have to do it in between limited times that you have
  + I don’t know who is supposed to do onboarding, so we all are, though it tends to get stuck with certain people and they are already the busiest
  + Ex: were implementing this and you figure it out.
  + We are so used to working as a small company, if we go to a vendor and then the decision is its too expensive, then we just bring in house and it’s even more work for already being super busy.
  + We are following big company SOP’s without having the big company support
  + Its not unusual to hear your boss say i can’t wait for the weekend so i can get some work done. Its based on so many meetings, its not just our boss, its us.
  + It causes a lot conflict because our boss doesn't have time to tell us who is doing what.
  + Our boss can say something to someone else and think it was said to you and then it can cause conflict. Sometimes they think they said it, even in 1:1’s bur for the most part, it’s just missed. Even sometimes calls are missed, you can wait and then they don’t come on or they come on for a short time or say they will come back and then you know they don’t. It's because we are so busy.
  + We just don’t have enough time to go through all the questions that we need information for. My boss would know, but I don’t and I’m expected to do it.
  + There is fear in our department that if you don;t get it done, it's on you.
  + Other groups may not be going as fast as our group, and they will sometimes hold it up.
    - There's 1 person in finance to get a po #. There’s a whole list of things for a PO and I provide everything to her. Everytime it would bounce back to me and she would say she needs this person’s company logo, then their boss says it could be an email. Then it would still bounce back - there was always something that was missing.
      * She does it to me and 1 other person, but we are the 2 people doing the ordering
        + It just adds more hours to our day. To add another 2 hours, is too much.
      * Then when someone else would ask for PO and not give her the info I had to give her, and they would get PO the next day. She just won;t do it for me. We even once had to investigate an accounting thing and she is in accounting, not us.
        + I have escalated it. The head of that department continues to let this person do this.
        + We sometimes have to stop a study because we didn’;t have a PO
* If someone is not being fair, i do report it to my boss. If we are in a meeting and someone else is not doing their job, and my boss asked for an update, and they don’t have it and then come to me, i’d give it, but it would be in my own style, and not the style they asked the original person for.
  + My boss would scream about that: “what? You didn’t … “
  + That happens quite a lot in front of other people. It's making me an example in front of other people.
    - I did talk to my boss and tell her it;s not ok to speak loudly in front of everybody. She said she did that because she feels more comfortable with me. She suggested a safe word when she attacks.
    - I didn’t go to anyone else, I talked it out with my boss. It's frustration and so much work. Its not fair in front of people and in front of the whole group.
    - Everyone is now a little nervous when we have these internal meetings.

Communication

* we ‘re pretty isolated so we don’t have much between teams.
* When we have cross meetings ex. Covid meetings, it’s just timelines. Complete communication comes from our boss, including what comes from above, comes through our boss.
* Even the big meetings, I've said I'd come in for the meeting, but then it’s said, you don’t need to come. I don’t know if this is just discouraging us or what.

Focus for improvement

* I like my job, for the most part we get along
* If we are going to become a bigger company, we need to expand that to employees. Ex if there is other work to do , don;t bring it in house, we need to hire vendors.
  + If we are required to do everything in a certain way, we can;t do 4-5 other peoples jobs
  + We aren’t getting any help with 150% more work added
  + The expectation of our workload is just normalized.
  + We can be on an overnight flight and the expectation is that you had 6 hours to work - but that was in the middle of the night

Pulse of company - in the middle, we are pulling it through, even without help and support, everyone is really rooty. Everyone likes their jobs.

Pulse of dept - it used to be a higher number, but now we are so busy, we aren’t communicating, we are wearing many hats, based on everyone’s different backgrounds, they expect everyone else to do stuff, so we don’t know who’s doing what. Maybe a 4. We’re getting stuff done, pumping it out, but we are tired.

* In about a month or so, i think we won’t do so well, we’re tired. I don;t know how much quality is there. We’re mashing it through. I don;t even know who came up with the timelines.

**Shaily - Sr. VP of clinical and regulatory affairs since 2014**

* Some of strengths are also our weaknesses.
* Its open and fluid, there is lots of autonomy
* Each head of department is making its own culture
* There is really good transparency
* People feel safe, there is no backstabbing
* It supportive.
* Each department can make its own rules.
* We went from a few people and now we have so many more people, we have grown rapidly and we are lacking that central vision
* Externally as a company we don;t have a mission, a common goal
* People don;t backstab like ive seen in other companies
* Sometimes people feel a little lost
  + People don;t always know who to go to
    - If someone needs information if we are doing testing, we use external labs, and I don;t know who to go to
  + We are getting better, we now have project management, a person from each department coming in with meetings every week. The topic varies e.x. Covid, Noro
  + We sometimes don’t know how we fit into the big picture
    - Where is that discussion happening
    - I;ll hear about it when we are doing the study, that discussion never happened because everyone is working a bit silioed
    - Thats because we are moving so fast, with growth timelines.
  + Too much to do with too many people

I don;t think there is good work life balance in alot of departments.

* There is uneven distribution of work between departments
* Some departments work weekends and late nights
* In clinical we work a lot of hours and trying to catch up is difficult
* Having lunch brought in might be a good way to do things, for the company to acknowledge
  + More snack in the breakroom
  + More lunches brought in
* When we have team meetings, people do come to the main campus, we could have lunch at both locations or at the main location
* Finance has put into place a system for invoices, they want to close th books pristinely every month. It’s just not how people work. It sounds good in a vacuum.
  + There is really no need for it. People spend alot of time getting that stuff done.
  + It might b venice for them to have that plus or minus 2% or 5% but it adds nao value to the company.
  + There is no way to talk to them, does it work, but this is the burden it puts on us. We have to get 4 different approvals and get a PO in place and signed off by you guys.
  + There was never any discussion as to if it;s practical, it;s not, we spen alot of time and there is no where to go to fix that problem.

Communication

* I report to CEO, he is very open and shares information. He does not filter much which is nice.
* We are always in a triage mode and everyone is busy and it doesn't give us much time to stop and think is there a better way to do it
* More insight on internal functions, there is noone overseeing action over all departments, ex. All file cabinets should be white. Can;t pull CEO in to that conversation, but who do you go to? We don;t know. How do I address this sometimes things like that aren;t easy to do.

HR

* We need a more robust HR department, people don’t have a place to go. If a person is having a hard time, they don;t know who to go to. Even a phone numb e, or external group.
* We have a person that does HR but she;s not really playing that role. Shes more shuffling things and not playing the role.

Negative behavior

* Senior scientist are PhD’s and there is a sense that they are superior, they don;t feel they need to report and give updates. Just being more team players, being respectful.
* I've not talked to shaun about it and some scientists are just prima donnas.
  + He subtly fosters in his group and then different people in his group manifest that to other people and departments.
    - I;m kind of collecting a bit of information people that report to me and compiling examples so that i can go to him and give him examples. I want to be specific.
  + Its about everyone feeling they are important and respected.

Focus on for improvement

* We should have robust HR
* When there are things that touch other department,s a group or sub comm to have discussion before things are implemented and they feel included and you get better buy in.
* When you aren;t part of the discussion, you feel it is being forced on you
* If its IT stuff that touches the whole company, they should be discussed with department before being thrown on them
* A company mission and code of conduct that everyone understands. We talk about it, but reiterate it is important

Pulse of company - about a 7: people are very excited to be working on an oral covid vaccine and there is as sense that we can change the world. We have all hands meetings and we share that there is important work we are doing. There is also that feeling of uncertainly of how we fit and how we are going to get it done.

Group pulse - 6 but it might be 5, so 5 1/2 . we all believe the work is important, but the low number is work life balance, and when they feel we work more than other groups, there is burnout. Im working on it, we have a new chief medical officer coming in. we have all these trials and then things get delayed. Its hurry up and wait. We all give up 4ht of july weekend so we can respond to FDA and then 2 days later we find out vaccine won;t be released til september. Its the nature of drug development.

**Erik - Downstream manufacturing lead - a little over 1 month**

Culture/Communication

* I come with over 10 years of experience in the industry. I’ve worked in a start up culture, so I’m used to the atmosphere in a start up.
* Coming to manufacturing, there is only 8-10 of us.
* So far it’s ok. I’m close with the manager. They relay to us well.
* We don’t communicate too much with headquarters. I don’t feel we really need to hear from them much.
* Directors and managers work remotely and that seems to work.
  + Moral wise it would nice to see them more frequently. They toured the facility and have Town Halls.
* Work life balance, so far, so good.
  + I feel like once the process starts picking up that might be a different story. I know we are growing and I have confidence it will be done well. I think so.
* We don’t have all the perks headquarters do.
  + They have better snacks and coffee. They have an admin to allocate those resources and we don’t.
* We have 1:1’s with our manager. We have daily huddles. We communicate that out, so it’s all good.
* HR is pretty good about answering emails.
  + I’ve reached out for personal things, references and then things like and they respond.

Focus on for improvement

* We have to order things ourselves and we don;t have the time.
  + If someone could come down to up once a week to help us get resources e.g. snacks and even batteries.

- Social events would help a lot for moral, like lunch and learns and there is a social event for new hires.

- In other places, there was a wellness benefit where there food and drinks and that was nice.

- Stock options at a reduced price would be nice

- Scheduled time off during the holidays would be nice and i think that would be nice

- The big thing is the headquarter benefits, to match that. And they are just down the block.

**Mid Eum - Scientist - 3 months**

Culture/Communication

* I’m still learning about the culture. We have so many new people and are making good efforts to communicate.
* We are on the right track, we are having meetings.
* When I first joined, there was some confusion about the process and there have been some changes, so I feel the company is going in the right traction.
* Everyone is trying to help each other.
* We have weekly meetings with our manager and she provides the big picture.
  + She does not micromanage. I like her style and appreciate her in making the employees successful. Ex: we have the weekly meetings and she give me feedback when I am working on a project.
  + She will connect me with another person to help when i need it and that’s in a different department.
  + She trusts me and helps me.
* I don’t have anything to say about Shaun since i don’t work with him.
  + I’ve heard form R&D that he is a good mentor.
* In the lab, sometimes we need something from other departments and they feel like they have a right to have the resources and equipment so I feel uncomfortable borrowing something from them.
  + They will say something that’s not necessary to say, they give me a hard time
  + They keep saying the same thing and they will come and check on it even though they are not using it.
    - It's quite territorial.

HR

* I think the hiring process was pretty pleasant and smooth. It was very quick. I heard back wihtin a week.
* I think I could tell my manager if I needed to if I saw bad behavior.

Focus

* If we don;t have to pay insurance as an example, those kind of benefits could be improved. We pay insurance monthly. If company cares more about growing, they could show that to employees and provide benefits.