

APSCA Part III Interview Simulator

OFFICIAL SESSION REPORT

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Scenario Background

You are conducting a worker interview at Sunshine Garments, an apparel manufacturing facility in Ho Chi Minh City, Vietnam. The factory produces clothing for major Western brands and employs approximately 1,200 workers. This is a scheduled APSCA compliance audit focusing on labor practices and working conditions.

Location: Vietnam
Industry: Apparel Manufacturing

FOCUS AREAS

- 1. Working hours and overtime practices
- 2. Wage and compensation compliance
- 3. Worker treatment and grievance mechanisms
- 4. Health and safety conditions

RELEVANT LAWS / ADDITIONAL INFORMATION

- § Vietnam Labor Code limits regular working hours to 8 hours/day, 48 hours/week
- § Overtime limited to 200 hours/year (300 with special permission)
- § Minimum wage in Region 1 (HCMC): 4,680,000 VND/month
- § Workers must receive overtime pay at 150% (normal), 200% (weekends), 300% (holidays)

OBSERVATIONS UPON ARRIVAL

- %, Some workers appeared tired during the morning factory walkthrough
- %, Time clock records showed consistent 5:30 PM departures for most workers
- %, Several workers glanced nervously at supervisors during the tour
- %, Production targets posted on each line appeared aggressive

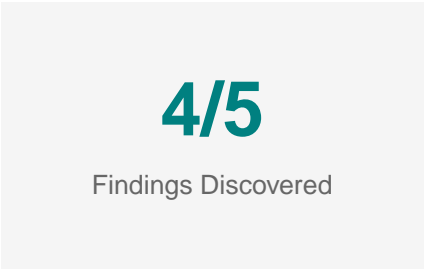
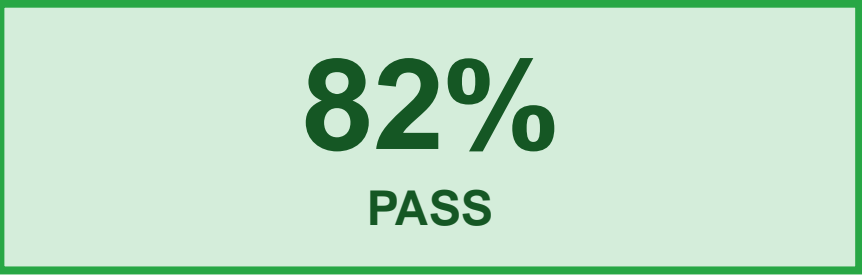
INTERVIEWEE

Nguyen Thi Lan

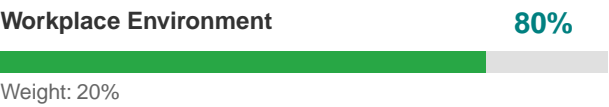
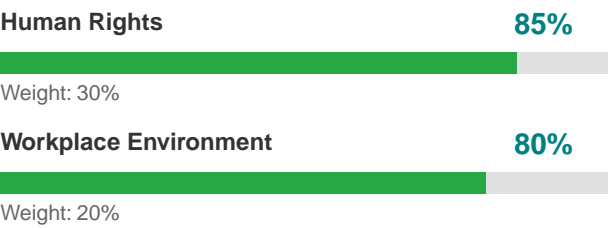
Sewing Machine Operator

28-year-old female from Binh Dinh province, working at the factory for 14 months. Migrant worker who sends money home to support her family.

Exam Results



PERFORMANCE BY SECTION



Top 5 Areas of Opportunity

1. Probe deeper into wage deduction authorization process
2. Explore mechanism of retaliation transfer decisions
3. Investigate blocked exit frequency and responsibility
4. Ask more WHERE questions for documentation locations
5. Explore grievance mechanisms available to workers

Top 5 Areas of Strength

1. Excellent rapport building through empathetic questioning
2. Strong follow-up on verbal hints and cues
3. Effective use of verification summary technique
4. Complete WH coverage on primary issue
5. Appropriate confidentiality assurance

Detailed Analysis

INVESTIGATIVE DEPTH

85%

Excellent depth of investigation across multiple issues. Strong use of follow-up questions and effective tracking of verbal hints.

Overtime Falsification

92%

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW

Complete coverage of all WH dimensions. Identified supervisor, specific times, location of signing, motivation, and tracking method.

Wage Deductions

78%

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW

Identified the deduction but could have probed deeper into who authorizes deductions and where workers can see documentation.

Retaliation

85%

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW

Strong identification of parties involved and circumstances. Could explore mechanism of transfer decision.

Blocked Exit

72%

- WHO
- WHAT
- WHEN
- WHERE
- WHY
- HOW

Good initial discovery but worker volunteered this. More probing needed on frequency and responsibility.

FINDINGS BREAKDOWN

Overtime hours falsification - records show departure at 8pm when workers leave at 10pm

DISCLOSED

Workers sign timesheets before shift ends at supervisor's desk

DISCLOSED

Unexplained wage deductions - meal fees increased from 500k to 700k VND

DISCLOSED

Retaliation against worker who asked questions - transferred to harder line

DISCLOSED

Fire exit blocked by shipping boxes in Building B

HINTED

Behavioral Assessment

Overall Behavioral Score: 4.4 / 5

Scale: 1 = Never | 2 = Seldom | 3 = Sometimes | 4 = Often | 5 = Always

Behavior	Score	Observation
Strategic & Systems Thinking		Avg: 4.0
Sees the big picture	Often (4)	Connected overtime issues to broader wage and compliance patterns
Identifies root causes	Often (4)	Traced falsification back to supervisor incentives
Professional & Ethical		Avg: 4.5
Maintains confidentiality	Always (5)	Provided appropriate confidentiality assurance
Shows impartiality	Often (4)	Neutral questioning without leading
Observation & Investigation		Avg: 4.5
Follows up on leads	Always (5)	Excellent return to earlier hints about friend and money
Verifies information	Often (4)	Used summary verification technique
Data Collection & Analysis		Avg: 4.0
Documents evidence systematically	Often (4)	Would have recorded specific details
Analyzes patterns	Often (4)	Identified systematic nature of falsification
Problem Solving		Avg: 4.5
Adapts approach as needed	Always (5)	Adjusted from direct to empathetic questioning
Finds creative solutions	Often (4)	Used family discussion to build rapport

Behavior	Score	Observation
Interview Skills		Avg: 4.7
Builds rapport effectively	Always (5)	Excellent rapport building with empathy about family
Uses open-ended questions	Often (4)	Good mix of open and probing questions
Demonstrates active listening	Always (5)	Picked up on subtle cues and pauses
Self-Management		Avg: 4.5
Manages time effectively	Often (4)	Good pacing throughout interview
Stays composed	Always (5)	Maintained calm professional demeanor

Additional Feedback

AREAS OF OPPORTUNITY

Investigative Depth

- Consider asking WHERE workers can view or access documentation (timesheets, pay slips)
- Probe deeper into HOW decisions are made regarding worker assignments and overtime allocation
- Explore the full magnitude of the overtime falsification issue (frequency, duration, number of workers affected)

Interviewing Skills

- Recognition of clues/indications: Hesitation at exchange 4 ('money is same') could have been explored earlier
- In-depth follow-up: The colleague 'trouble' mentioned in exchange 8 could have been probed with more specific questions
- Full scope investigation: Consider asking about the consequences of speaking up (not just what happened to Huong)
- Questioning technique: Could use more open-ended questions before moving to specific topics

Communication Skills

- Consider allowing longer pauses after emotional disclosures to let worker process
- Some questions could be simplified for non-native English speakers

Problem Solving

- Could explore worker's own ideas about solutions or what they would like to see change
- Consider asking about any previous attempts to raise concerns through official channels

AREAS OF STRENGTH

Rapport Building

- Excellent use of personal questions about family (exchange 6) to build genuine connection
- Appropriate empathy shown without being leading or suggestive
- Gradual trust progression from 0.35 to 0.62 demonstrates skilled relationship building
- Acknowledgment of worker's nervousness at the start created a safe environment

Interviewing Skills

- Strong recognition and follow-up on verbal hesitations and pauses (exchanges 10-11)
- Effective use of 'You mentioned...' technique to return to earlier hints
- Good balance between open and closed questions throughout the interview
- Demonstrated patience by not rushing when worker showed reluctance

Issue Discovery

- Successfully uncovered 4 distinct issues: overtime falsification, unexplained deductions, retaliation, and fire exit
- Good technique of allowing worker to reveal issues at their own pace
- Effective triangulation by asking about other workers' experiences

Professional Conduct

- Maintained appropriate professional boundaries while being personable and approachable
- Clear explanation of confidentiality limitations (exchange 2) - honest about what can and cannot be promised
- No leading questions that would suggest desired answers

Interview Transcript

[1] AUDITOR

Good morning. Thank you for taking the time to speak with me today. My name is Mark. Before we start, how are you feeling today?

[2] WORKER

I okay, thank you. Little bit nervous... first time do this.

[3] AUDITOR

That's completely understandable. I want you to know this conversation stays between us. I won't share your name with supervisors or management. I'm here to learn about your experience working here. Is that okay?

[4] WORKER

Yes, okay. They tell us auditor coming. Supervisor say we answer question about factory.

[5] AUDITOR

Can you tell me about a typical work day here? What does a normal day look like for you?

[6] WORKER

7:30 start. First we have meeting, then I go sewing station. 12 o'clock eat lunch. Work until 5:30. Have break, yes. Is okay here.

[7] AUDITOR

I see. And is that schedule the same every day? Do you ever work different hours?

[8] WORKER

Schedule always same. 7:30 to 5:30. Sometimes overtime when busy season, but they ask us. Is voluntary. ...money is same.

[9] AUDITOR

You mentioned the money. How do you feel about your pay here?

[10] WORKER

Pay is okay. Normal pay. Factory pay on time every month. ...is okay.

[11] AUDITOR

I understand many workers here send money home to family. Do you have family back home?

[12] WORKER

Yes... my family in countryside. Binh Dinh province. Mother, father, younger brother. I send money every month. ...not see them long time. Eight months now.

[13] AUDITOR

That must be difficult being away so long. When is the next time you might get to visit?

[14] WORKER

Maybe... Tet holiday. If not too busy. Last year very busy before Tet. Work many day, no break. ...but overtime pay help, so is okay.

[15] AUDITOR

You said last year before Tet was very busy. Can you tell me more about what that was like?

[16] WORKER

Very tired, very tired. Some day work until... until late. 9, 10 o'clock. But we get pay, so okay. ...my friend, she have trouble one time. But I don't want talk about that.

[17] AUDITOR

I appreciate you sharing that. Let me ask about the busy season. When is that usually for you?

[18] WORKER

Busy season before Western holiday. November, December especially. Many order for Christmas. Also before Tet... January, February. Overtime is... can be very long.

[19] AUDITOR

You paused when you mentioned the overtime. You said it can be very long. How does that affect you?

[20] WORKER

Is hard. Very hard. My body tired. But need money for family. The pay help... but sometime...

[21] AUDITOR

You paused there. Is there something about the overtime that concerns you?

[22] WORKER

The overtime is... the record... Supervisor Tran, he keep record. I not always see what he write. Sometime I think... maybe hour different from what I work. Maybe.

[23] AUDITOR

That's an important observation. Can you tell me more? What makes you think the hours might be different?

[24] WORKER

Last month, I work until 10 o'clock, many day. But record say I leave 8 o'clock. I ask my colleague, she say same thing happen to her. We not know why they do this. Maybe... maybe I should not say.

[25] AUDITOR

Who records your working hours? Is it always Supervisor Tran?

[26] WORKER

Yes, Supervisor Tran. He in charge our line. Other worker say same experience. They work late but record different.

[27] AUDITOR

Where do you sign your timesheet? At the time clock or somewhere else?

[28] WORKER

We sign at supervisor desk. Sometime... before shift end. He say sign now, we busy later.

[29] AUDITOR

Why do you think the hours are recorded differently from what you actually work?

[30] WORKER

I think... factory save money this way. Supervisor Tran maybe get bonus for keeping cost low. I not sure. Is just what I think.

[31] AUDITOR

How is your time tracked? Do you use the electronic time clock for overtime too?

[32] WORKER

Time clock for regular hour only. Overtime... they use hand-written book. Supervisor write in book, we sign.

[33] AUDITOR

Earlier you mentioned a friend who had trouble. Can you tell me more about what happened?

[34] WORKER

My friend Huong... she ask Supervisor Tran about overtime hour. Very polite, just ask question. Next week, she move to Line 12. Very hard line, harder fabric, higher quota. She cry many time now.

[35] AUDITOR

Who made the decision to move your friend to the harder line?

[36] WORKER

Production Manager, Mr. Nguyen. He and Supervisor Tran, they work together close. When Huong move, other worker see this. Now nobody ask question about overtime.

[37] AUDITOR

You also mentioned something about money earlier - you said the pay helps but then stopped. What were you going to say?

[38] WORKER

The deduction... they take more money now. Before, meal fee 500,000 dong. Now 700,000 dong. Nobody explain why. HR say 'administrative adjustment' when I ask. Also dormitory fee increase, factory fee... I not understand what factory

fee is.

[39] AUDITOR

Do you have any documentation showing these deductions? Pay slips or anything written?

[40] WORKER

We get pay slip but hard to understand. Many number, many deduction. When I ask HR lady, she busy, she say come back later. I try two time, same answer.

[41] AUDITOR

Is there anything else about working here that concerns you? Anything about safety or the building?

[42] WORKER

The exit... fire exit near my station. During busy season, many box there. Shipping box, wait to go out. Block the door sometime. Maybe 10, 15 box high.

[43] AUDITOR

Which exit is this? Can you describe where it is?

[44] WORKER

East side, Building B. Near finishing section. When Christmas order big, no space in warehouse, so box stay there. I worry but I not report. After what happen to Huong...

[45] AUDITOR

Let me make sure I understand everything correctly. You've told me about overtime hours being recorded incorrectly, signing timesheets before shift ends, increased deductions without explanation, your friend being moved to a harder line after asking questions, and boxes blocking a fire exit. Is that accurate?

[46] WORKER

Yes... yes, this is true. I worry to say but... you say keep secret, right? Please, my name...

[47] AUDITOR

I want to be honest with you. I will need to report what I've learned, but I will describe everything in general terms without using your name. The issues you've raised are important for all workers here.

[48] WORKER

Okay... okay. I understand. The worker here, we are good people. We come from countryside, we work hard. We just want fair treatment. Thank you for listening.

[49] AUDITOR

Thank you for your honesty and courage in sharing this with me. I know it wasn't easy. Is there anything else you'd like to add before we finish?

[50] WORKER

No... I say everything. Please, help us. Thank you for your time.