References

Appendix A - Interview Guide Version I

(after Pilot - translated version)

<table>
<thead>
<tr>
<th>Question Area</th>
<th>Questions and comments</th>
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| **Introduction**                    | • Introduction of myself  
• Short presentation of the research project  
• Explanation why the company is interested in the research  
• Goals of the interview  
• Time: approx. 60min  
• Confidentiality  
• Agreement for recording |
| **Personal information about the interviewee** | • Person and internal function  
• Education and career within the company  
• Former employers |
| **Changes of employment**            | Please tell me something about your former employments and the reasons for changing the employer. Which ways did you take and what expectations were connected with the change?  
• Reasons for the change/s  
• How did you learn about your current employer (Point of contact)?  
• Expectations when changing to the current employer  
• Do you think that your current company is successful with its recruitment activities? |
| **Recruitment activities**           | Please tell me something about your role in the recruitment process of your company.  
  o What recruitment activities do you know? (E.g. campus recruitment, etc.)  
  o Do you think the quantity of such activities is sufficient?  
  o Are those activities efficient? Or is there a low return on the effort?  
• What further activities do you think would increase the recruitment success of your company? |
### Stakeholder view

#### Stakeholder relations and stakeholder map

When you think back to the time when you joined the company. How did you experience the recruitment process?

- Can you describe me a typical recruitment process in your company from your perspective now?
  - Please describe the relations to the internal and external partners/players/stakeholders?
  - What do you think works well?
  - What do you think is missing?
  - Do you think some of those relations need to be adjusted or changed?
    - How urgent are those changes?
- From your perspective: which are the most important external partners/player/stakeholders for recruitment? What are their interests?
  - Which ones are especially important to recruit graduates?
  - Which ones are especially important to recruit experienced employees?
  - What do you expect for the future regarding those relations?
  - Do you also see stakeholders with an indirect influence on recruitment?
- How do you see the recruitment activities of your company in comparison to competitors on the labour market?
- Which stakeholders that we have not yet talked about do also play an important role?

#### Benefit and risk potentials (generally)

- What potential benefits do you see in the stakeholder relations we have just talked about?
- Which risks are connected with those stakeholder relations? Do you see any?
  - Do you think win-win-situations can be created here?
- What do you think could your company learn from those stakeholders for its recruitment?
- What do you think could others learn from your company? What works very well?

#### Dialogue

- What could you personally contribute to improve the recruitment success of your company?
- Could you imagine working more closely together on the topic of recruitment with the stakeholders we have just talked about?
- What would you need to approach them more actively? (e.g. Information, incentives...).
| Benefit and risk potentials (employer branding) | If your company would think and act more with having those stakeholders and the connected network in mind – would this have an influence on recruitment and your image as an employer?  
- Why do you think would this have/haven’t an impact?  
- Which consequences would a dialogue with selected stakeholders have on the image as an employer?  
- Would such a change make a company more attractive for you as an employee or potential employer?  
- Do you see here potential benefits?  
- Which potential risks do you see? |
| End | • Is there something about the topic of recruitment that we have not talked about but you think could be important?  
• Thank  
• If I would have further questions, may I get in touch with you again?  
• Explanation how the research process continues now (What is next?)  
• Next year a validation study will take place – would you be willing to participate in a short online-survey to help validating the findings? |