# Appendix B - Interview Guide Version II

(appendix after first 3 interviews with the German organisation - 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. 60 min  
• 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 organisation?  
• Expectations when changing to the current employer  
• Was Work-Life-Balance and the corporate culture important to you?  
• How did you experience the recruitment process?  
• Do you think your organisation 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?  


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### Stakeholder view

| Stakeholder relations and stakeholder map | • Can you describe me a typical recruitment process in your company from your perspective now?  
| | o Please describe the relations to the internal and external partners/players/stakeholders?  
| | o What do you think works well?  
| | o What do you think is missing?  
| | o Do you think some of those relations need to be adjusted or changed?  
| | ▪ How urgent are those changes?  
| Map | • From your perspective: which are the most important external partners/player/stakeholders for recruitment? What are their interests?  
| | o Which ones are especially important to recruit graduates and seniors?  
| | o What do you expect for the future regarding those relations?  
| | o 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?  
| | o 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?  
| | o Why do you think would this have/haven’t an impact?  
| | o Which consequences would a dialogue with selected stakeholders have on the image as an employer?  
| | o Would such a change make a company more attractive for you?  

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<td>as an employee or potential employer?</td>
<td>o Do you see here potential benefits or risks?</td>
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| **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? |