References

Appendix A - Interview Guide Version I

(after Pilot - translated version)

Question Area	Questions and comments
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?
	  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?
	• 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?
	  o Which ones are especially important to recruit experienced employees?
	  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 as an employee or potential employer? o Do you see here potential benefits? o 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?