

## **Appendix B - Interview Guide Version II**

(after first 3 interviews with the German organisation - translated version)

<b>Question Area</b>	<b>Questions and comments</b>
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Introduction of myself</li> <li>• Short presentation of the research project</li> <li>• Explanation why the company is interested in the research</li> <li>• Goals of the interview</li> <li>• Time: approx. 60min</li> <li>• Confidentiality</li> <li>• Agreement for recording</li> </ul>
<b>Personal information about the interviewee</b>	<ul style="list-style-type: none"> <li>• Person and internal function</li> <li>• Education and career within the company</li> <li>• Former employers</li> </ul>
<b>Changes of employment</b>	<p>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?</p> <ul style="list-style-type: none"> <li>• Reasons for the change/s</li> <li>• How did you learn about your current employer organisation?</li> <li>• Expectations when changing to the current employer</li> <li>• Was Work-Life-Balance and the corporate culture important to you?</li> <li>• How did you experience the recruitment process?</li> <li>• Do you think your organisation is successful with its recruitment activities?</li> </ul>
<b>Recruitment activities</b>	<p>Please tell me something about your role in the recruitment process of your company.</p> <ul style="list-style-type: none"> <li>○ What recruitment activities do you know? (E.g. campus recruitment, etc.)</li> <li>○ Do you think the quantity of such activities is sufficient?</li> <li>○ Are those activities efficient? Or is there a low return on the effort?</li> <li>• What further activities do you think would increase the recruitment success of your company?</li> </ul>

## Stakeholder view

<p><b>Stakeholder relations and stakeholder map</b></p>	<ul style="list-style-type: none"> <li>• Can you describe me a typical recruitment process in your company from your perspective now?             <ul style="list-style-type: none"> <li>○ Please describe the relations to the internal and external partners/players/stakeholders?</li> <li>○ What do you think works well?</li> <li>○ What do you think is missing?</li> <li>○ Do you think some of those relations need to be adjusted or changed?                 <ul style="list-style-type: none"> <li>▪ How urgent are those changes?</li> </ul> </li> </ul> </li> </ul> <p><b>Map</b></p> <ul style="list-style-type: none"> <li>• From your perspective: which are the most important external partners/player/stakeholders for recruitment? What are their interests?             <ul style="list-style-type: none"> <li>○ Which ones are especially important to recruit graduates and seniors?</li> <li>○ What do you expect for the future regarding those relations?</li> <li>○ Do you also see stakeholders with an indirect influence on recruitment?</li> </ul> </li> <li>• How do you see the recruitment activities of your company in comparison to competitors on the labour market?</li> <li>• Which stakeholders that we have not yet talked about do also play an important role?</li> </ul>
<p><b>Benefit and risk potentials (generally)</b></p>	<ul style="list-style-type: none"> <li>• What potential benefits do you see in the stakeholder relations we have just talked about?</li> <li>• Which risks are connected with those stakeholder relations? Do you see any?             <ul style="list-style-type: none"> <li>○ Do you think win-win-situations can be created here?</li> </ul> </li> <li>• What do you think could your company learn from those stakeholders for its recruitment?</li> <li>• What do you think could others learn from your company? What works very well?</li> </ul>
<p><b>Dialogue</b></p>	<ul style="list-style-type: none"> <li>• What could you personally contribute to improve the recruitment success of your company?</li> <li>• Could you imagine working more closely together on the topic of recruitment with the stakeholders we have just talked about?</li> <li>• What would you need to approach them more actively? (e.g. Information, incentives...).</li> </ul>
<p><b>Benefit and risk potentials (employer branding)</b></p>	<p>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?</p> <ul style="list-style-type: none"> <li>○ Why do you think would this have/haven't an impact?</li> <li>○ Which consequences would a dialogue with selected stakeholders have on the image as an employer?</li> <li>○ Would such a change make a company more attractive for you</li> </ul>

	<p>as an employee or potential employer?</p> <ul style="list-style-type: none"> <li>○ Do you see here potential benefits or risks?</li> </ul>
<b>End</b>	<ul style="list-style-type: none"> <li>• Is there something about the topic of recruitment that we have not talked about but you think could be important?</li> <li>• Thank</li> <li>• If I would have further questions, may I get in touch with you again?</li> <li>• Explanation how the research process continues now (What is next?)</li> <li>• Next year a validation study will take place – would you be willing to participate in a short online-survey to help validating the findings?</li> </ul>