

## **Appendix C - Interview Guide Version III**

(Interview Guide Version for the Swiss 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. 45min</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 that many of your colleagues were recruited or come from certain organisation or that they tend to go to a specific organisation when they leave the organisation?</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>• Do you think that further activities should take place? Which once?</li> </ul>
<b>Stakeholder relations and stakeholder map</b>	<p>Can you describe me a typical recruitment process in your company from your perspective now?</p> <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>○ 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 organisation 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>
<b>Benefit and risk potentials (generally)</b>	<p>Your organisation is highly involved in co-operations with external stakeholders as this is also your mission. How do you think does this influence recruitment?</p> <ul style="list-style-type: none"> <li>• What potential benefits do you see in those stakeholder relations?</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>• Do you think that the internal structure of your organisation support this stakeholder view? Also in connection with recruitment?</li> <li>• What do you think could your organisation learn from those stakeholders for its recruitment?</li> <li>• What do you think could others learn from your organisation? What works very well?</li> </ul>
<b>Dialogue</b>	<ul style="list-style-type: none"> <li>• How do you see the image of your organisation as an employer within your stakeholder network?</li> <li>• Who influences this image within the stakeholder network? Why?</li> <li>• Do you think this has an impact on recruitment success? <ul style="list-style-type: none"> <li>○ Why/why not?</li> <li>○ Do you think a proactive management of these networks may have the potential to make an organisation more attractive for potential new employees?</li> <li>○ What potential risks and what potential benefits do you see here?</li> </ul> </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>