

Appendix

Figure 1.

Tabel 3 De (toegevoegde) validiteit van selectie-instrumenten (Aangepast naar Schmidt & Hunter, 1998, 2004; McDaniel et al. 2007)

Voorspeller voor werkprestaties	Operationele validiteit	Toegevoegde validiteit naast gebruik intelligentietest	Gebruik in Nederland [*] 1= nooit 5= altijd
Intelligentietest	.51	--	3.8
Arbeidsproeven	.54	24%	?
Gestructureerd interview	.51	24%	4.3
Tests voor functie-kennis	.48	.14%	?
Integriteitsvragenlijsten	.41	27%	3.3
Ongestructureerd interview	.38	8%	4.3
Assessment Center Methode	.37	4%	2.8
Collega-beoordelingen	.36	14%	55%
Biografische gegevens	.35	2%	1.5
Consciëntieusheidsvragenlijsten	.31	18%	3.3
Referenties	.26	12%	2.7
SJT's	.25	5%	?
GFP	.20 [*]	onbekend	?
Jaren werkervaring	.18	6%	?
Interesse	.10	2%	?
Aantal jaren opleiding	.10	2%	4.7
Leeftijd	-.01	0%	?

* schatting

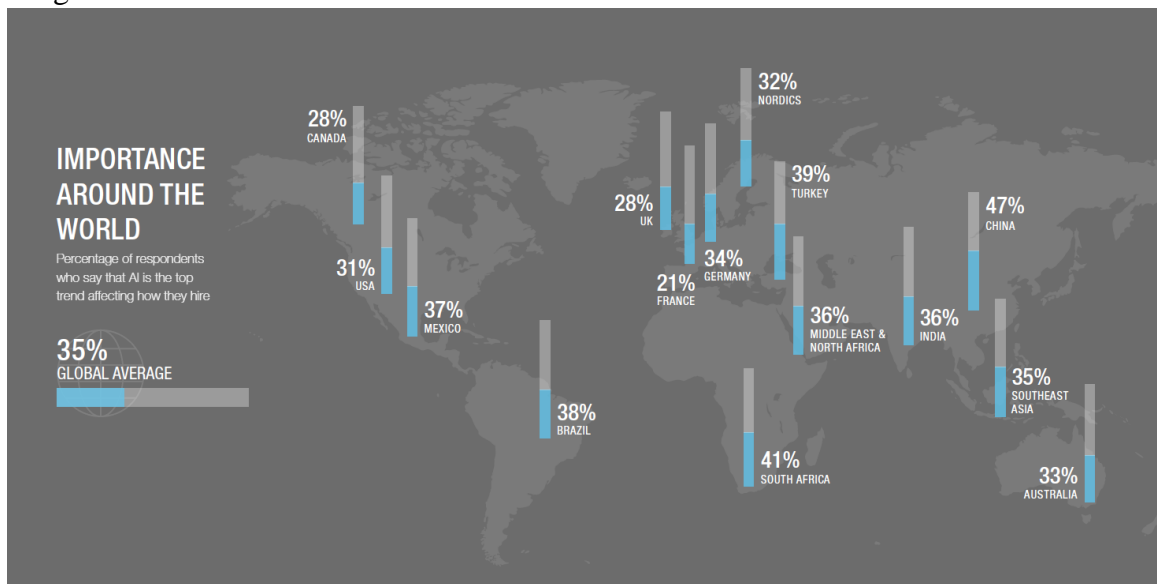
Source : Bloemers, 2014.

Figure 2.



Source: Spar & Pletenyuk.

Figure 3.



Source: Spar & Pletenyuk.

Figure 4.

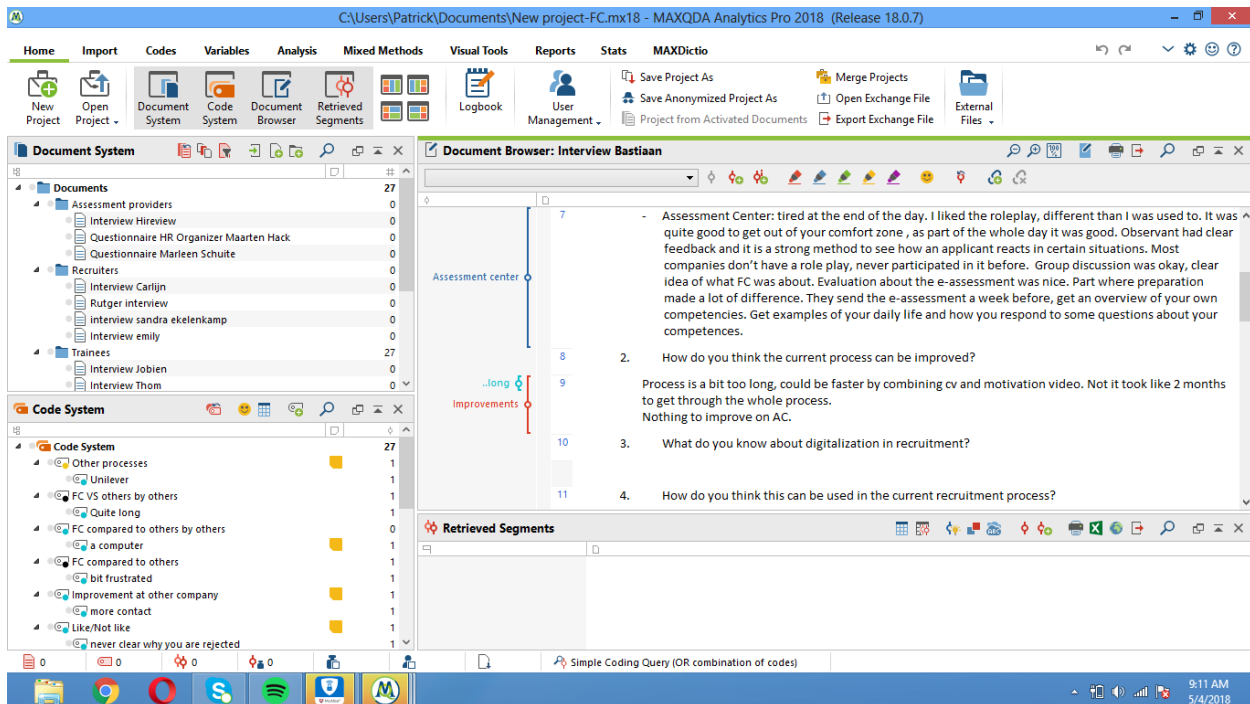
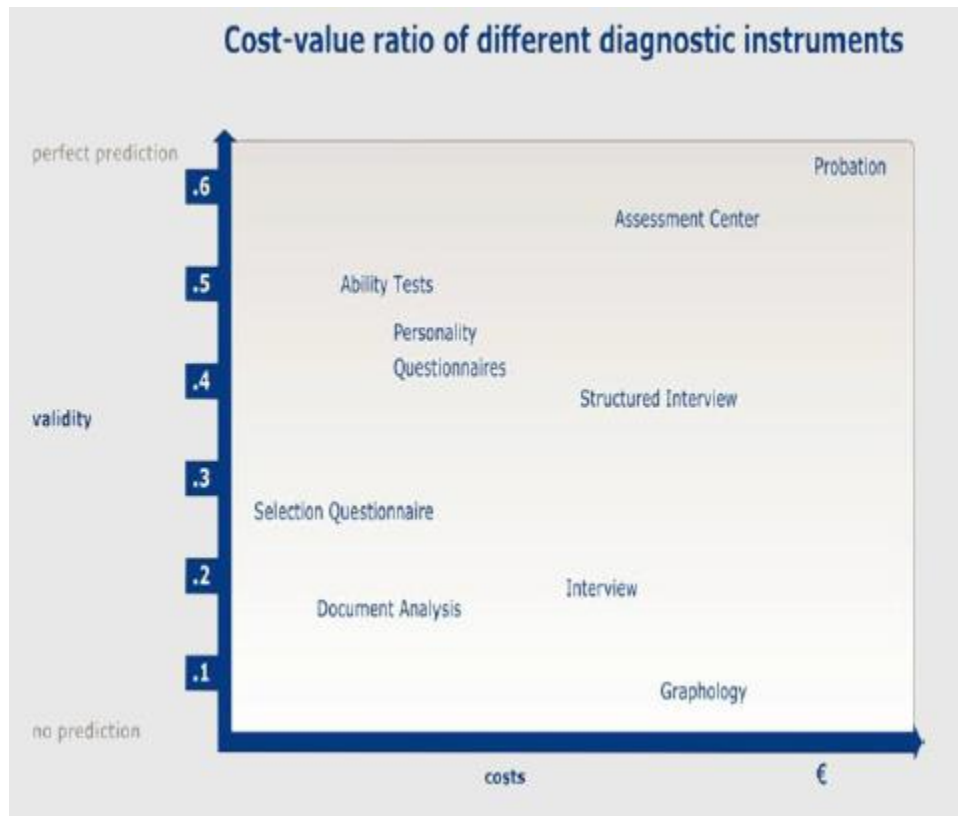
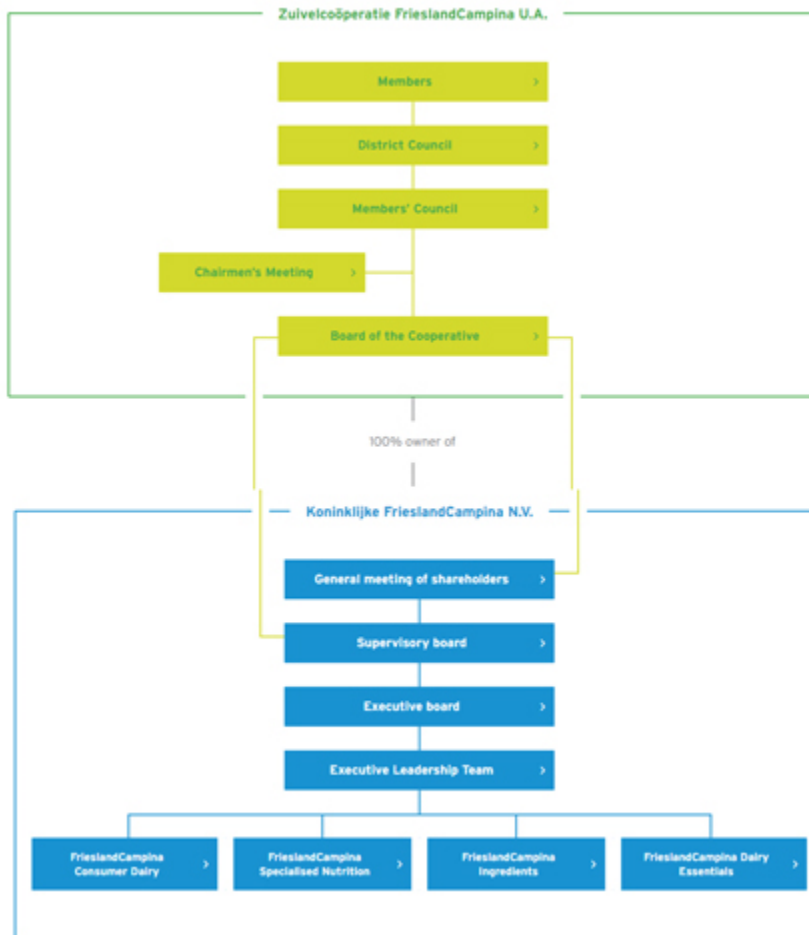


Figure 5.



Source : FrieslandCampina, internal document.

Figure 6.



Source: <https://www.frieslandcampina.com/en/organogram/>

Interview questionnaires

Questionnaire talent specialist

- Current recruitment process
 1. Could you describe the current recruitment process?
 2. How do you think candidates perceive the current process?
 3. What are the advantages/disadvantages about the current process?
- Opportunities for future recruitment process
 1. What do you know about digitalization in the recruitment process?
 2. What do you know about other companies using these new techniques?
 3. What kind of techniques would you implement here if you had a 'wild card'?
 4. How do you think these techniques could be used at FC?
- Readiness of the company
 1. How do you think FC will react to changes in the recruitment process?
 2. Are changes in the process needed and why?
- Readiness of the candidates
 1. How do you think candidates currently perceive the process?
 2. Do you think candidates are ready for changes in the process?
If yes, why and which candidates? If no, why not ?

Questionnaire trainee

- Process at FC
 1. What do you think about the current recruitment process at FC?
 - CV selection
 - Motivation video
 - Test
 - Assessment Center
 2. How do you think the current process can be improved?
 3. What do you know about digitalization in recruitment?
 4. How do you think this can be used in the current recruitment process?
 5. Do you think FC is ready for digitalization in the process?
- Process at other companies
 1. What other recruitment processes have you experienced and at which companies?
 2. What did you think about the processes?
 3. What things did you like/did not like?
 4. What would you improve/do differently?
- FC VS others
 1. How do you perceive FC's recruitment process compared to other companies?
 2. How do you think others perceive FC's recruitment process compared to other companies?

Questionnaire assessment companies

- About the company
 1. Could you give a summary about what you do (i.e. different tools, companies etc)?
 2. What do you think are the current best practices in recruitment and what does not work well?
 3. Which other parties do you know, what do they offer?
 4. What are the differences between you and other parties?
 5. How do you look at the validity of different tools (i.e. e-assessment vs games)?

- About trends
 1. What do you think are the future trends in recruitment?
 2. What do you think works and what does not?
 3. How do you think candidates like the new trends?
 4. Do you think there is a difference in how different types of candidates perceive the process?
 5. What do you do to keep up with the trends?

- Other companies
 1. What do other companies do to keep up with the trends?
 2. Do you know whether this works/ how this is perceived?

- About FC
 1. What do you think about the tools FC is currently using ?
 2. How can FC improve the current process?