

The Guide to —————

STRUCTURED

————— Interviewing

The non-negotiable in your toolkit to make your hiring more equitable and enhance your candidate experience



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The history of the interview

Interviews. The idea that one or several interactions with a stranger could alter your... entire future?!

For some, they're just another meeting, for others, they're nerve-wracking. And for many others—they're inconsistent and unfair.

Before we dive in, let's go back a few years in time [when jobs looked a lot different](#). During ancient civilization, apprenticeship was a means to learn a skill. This concept birthed "job openings" in the 1700s. Fast forward to the industrial revolution of the 1800s which created factory jobs with "employment dependent on skills." Then, as railroads, transportation boomed, creating more jobs, the world entered its first

World War. In 1917, WoodWorth's Personal Data sheet was "the first objective personality test created to evaluate soldiers." This test was then "imitated in other industries to screen out employees who won't adjust well to the workplace" with an emphasis on cultural fit. And then as more men were attending college, in 1921, Thomas Edison "created a written test to evaluate the knowledge of candidates." And that is how the first interview came into existence.

And now in 2023, interviews look a lot different. They include in-person, remote, laptops, and even (*shutter*) phone calls.

But no matter how you're interviewing, one thing matters the most—that all candidates are evaluated the same.

What is structured interviewing?

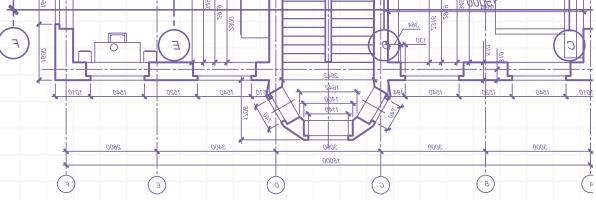
Structured interviewing is the idea that all interviews for all candidates are the same—providing “structure” to each interview to ensure candidates have the same experience and are evaluated equally.

Without structure, teams are incapable of really comparing candidates to find the top talent because no baseline for evaluation exists.

According to [Indeed](#), “A structured interview is a conversation in which an interviewer asks an interviewee set questions in a standardized order. The interviewer collects the responses of the candidate and grades them against a scoring system. Asking the same questions in the same order helps interviewers collect similar types of information delivered in a uniform context from interviewees.”



Why does it **MATTER?**



Structured interviewing allows for consistency—but why does that matter? Let's break down the current landscape. Did you know that [there are](#):

78%

of candidates who believe bias is woven into the hiring process

50%

more call-backs
for white-sounding
names vs black-
sounding names

48%

HR managers who admit bias impacts their hiring choices

30%

less likely interview
call-backs for women

75%

of employees who
have seen favoritism
at work



Why does it matter?

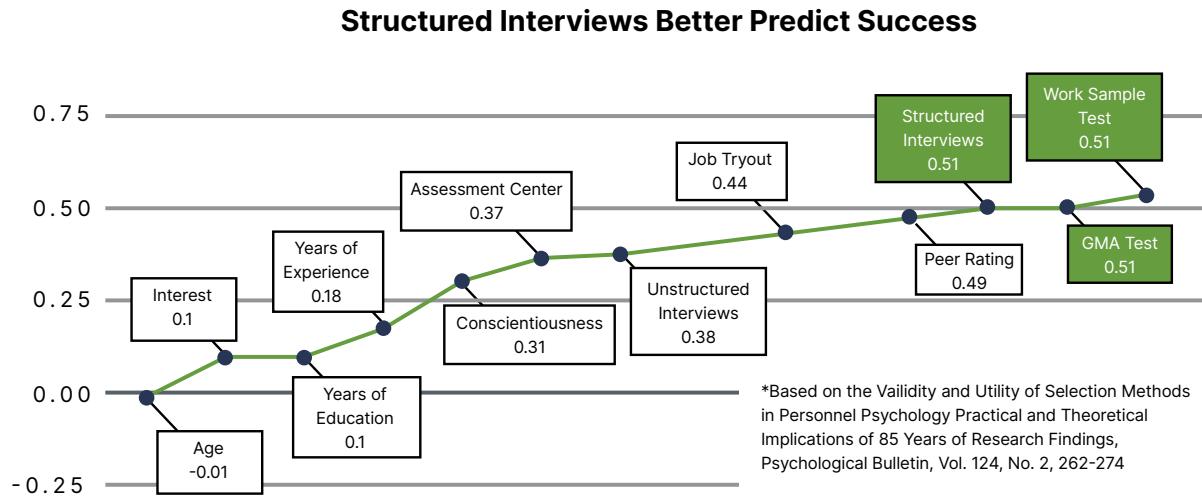
If companies care about creating diverse workplaces that support DEI goals, diversity of thought, and a sense of belonging, they have to ensure their hiring processes are audited for bias. But it's not just the standard bias we may typically think about like gender or racial bias. There's unconscious biases like familiarity bias as well. Do they like the same sports teams or did they go to the same school? These factors can unconsciously impact hiring decisions.

Structured interviewing creates “structure” around your interview process to help ensure you’re evaluating candidates on the factors that actually matter. Structured interviewing allows you to assess for the skills, both hard and soft, that help predict success. And they’re one of the best ways to predict performance.



SKILLS PLUS

Measuring hard and soft skills is crucial for success, but there is also something we call the “Skills Plus” or the interests and motivations of a candidate. For example, a candidate may have all the skills but little interest or motivation to actually do the job—that candidate is probably not the right fit. And for those early career candidates, a lot of entry level jobs involve learned skills once in the role, so hiring technology measures factors like aptitude—instead of the skills that will be more crucial later in their careers.



Why unstructured interviews are hurting your WORKPLACES

Hiring managers, how many times have you looked at your calendar only to see if you have an interview in 10 minutes?! What do you do (be honest...)?

You head to Google and search “what to ask in an interview.” Or maybe you type the same question into ChatGPT. Convenient? Yes. Effective? Not so much. ChatGPT and Google aren’t providing questions based on role-specific competencies.

Plus, the random interview questions can range from a variety of questions that don’t really predict success. For example, have you ever been asked (or asked) questions like, “What shape are you and why?” or “If you were a fruit, what would you be and why?” or even the dreaded, “Where do you see yourself in 5, 10, 15 years?”

At the end of the day, neither shapes, fruits, nor abstract lifeplans predict success. And neither do resumes, alma maters, or experience.

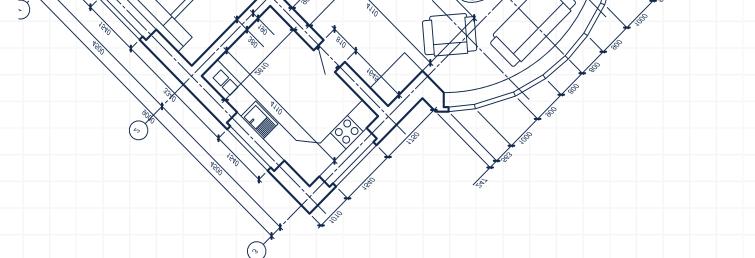
And if you’re making decisions based on unstructured interviewing, you run the risk of making a poor choice. According to [Lever](#), “An unstructured interview process can cause you to make a bad hire. When you go into your interview process without a plan, you may not thoroughly evaluate your candidates for important skills or values, and could make a bad hire.”



Structured interviews don't have to be stuffy

It's worth noting that some companies emphasize the importance of unstructured interviews, feeling as though lack of structure makes interviews feel more relaxed and less stuffy.

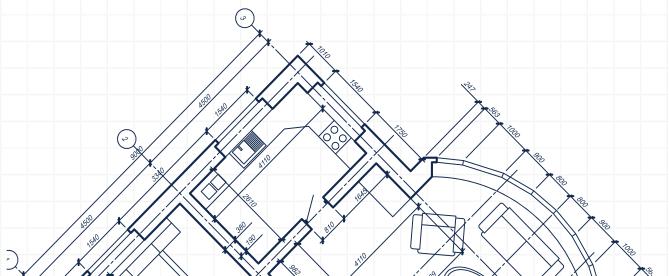
HireVue believes that structure and relationship-building are not mutually exclusive. Our solutions provide opportunities for companies to share more about their brands and culture in videos that candidates can watch before their (structured) on-demand interviews even begin. Teams can even include them in interview invite emails or even link to them in texts. Plus, with automated solutions, teams can spend less time on manual hiring tasks (like scheduling interviews) and more time building relationships with candidates and employees.



Poor hires cost money (and a lot of it)

Bad hiring decisions cost time, energy, and money—and in an age when ROI and retention is top of mind, companies can't afford to waste any of it. According to [Business Insider](#), Zappos CEO Tony Hsieh once estimated poor hiring cost his company “well over \$100 million.”

The US Department of Labor estimates that the average cost is at least [30% of the salary at offer](#). Today's TA teams don't have the time, resources, or luxury of wasting money on poor hires that impact the bottom line, so make the necessary changes to ensure your hiring is primed for success.



Consistency and your candidate EXPERIENCE

Did you know that almost [80% of candidates](#) feel the candidate experience is reflective of the employee experience? Or that 80-90% say a candidate experience can change their feelings about a role or company?

That makes it pretty clear—you can't ignore your candidate experience.

When [Great Southern Bank](#) rebranded in 2021, they had an increase in vacancies and a 60% decrease in the volume of applications—but still had 5,000 applications to sift through in 12 months. They needed the ability to respond quickly to applications and increase the number of quality candidates available—but also provide an excellent candidate experience.

The bank turned to HireVue video interviewing and assessment solutions to assess and identify talent. They were able to identify the competencies needed to be successful in their Customer Contact Center, sales, retail, and corporate roles. Assessments were then created for each job role, allowing recruiters and hiring managers to start evaluating based on competencies and abilities—not just resumes.

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How to conduct structured interviewing: What technology can do

Okay so you know the importance of a structured interview, but how do you actually conduct one?

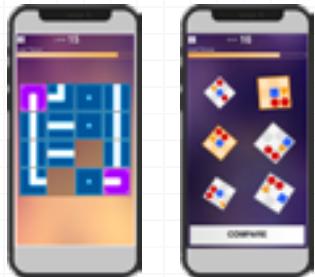
Remember, structured interviewing is about creating a consistent experience for all your candidates, so build a toolkit with strategies to do just that.

At HireVue, we believe structured interviewing should be the standard of hiring, which is why we offer customers HireVue Builder for on-demand video interviewing. Builder is an automation tool that provides TA teams with job-related competencies, structured interview questions, templates, and evaluation guides for any job at any level so teams can build great, effective interviews fast.

Builder for Live is also now available, combining the structured interview generator with HireVue's live interview platform, expanding the consistency and fairness beyond the recruiters to the hiring teams and live interviews. Now hiring managers are able to easily conduct structured, consistent live interviews with a clearly defined rating scale for the interviewees so that all are being scored consistently. By implementing this technology, hiring teams are given access to well-designed, pre-written, and science-backed interview questions that evaluate for job-relevant skills and assess for competencies (not resumes).



How to conduct structured interviewing: What technology can do



Assessments are another way to ensure fairer hiring and a positive candidate experience—and HireVue has an assessment for every role at every level. With Assessments, candidates are invited to complete your assessment within minutes of applying (so you're quickening your time-to-hire, too). Game-based, psychometric tests are fun, quick to complete, and useful tools for pre-employment and internal mobility decisions. Easily assess skills in a quick and engaging experience that helps teams easily prioritize candidates based on their personality and work style, how they work with people, and how they work with information.

Technical Assessments from HireVue offer coding assessments so even non-technical hiring teams can confidently assess and prioritize technical talent faster without having to code themselves. Technical assessments allow teams to build and scale their technical teams with solutions that feature on-demand coding challenges and live interview sessions.

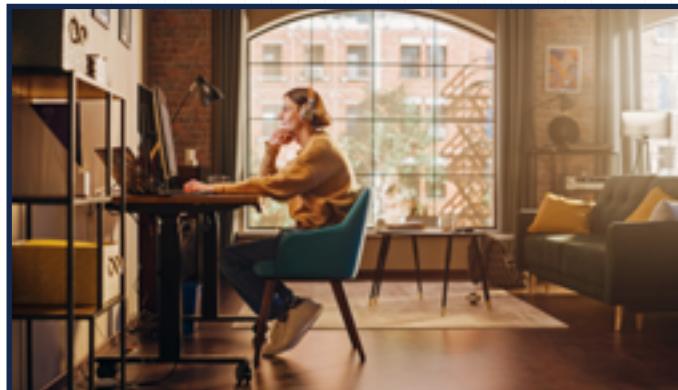


VALUE FLEXIBILITY

Fair hiring is making your hiring fairer for everyone—and that includes groups you may not initially think about. What about working moms? Or caregivers balancing workloads and care? Incorporating technology that is convenient and flexible is a big way to show you care about people. Texting candidates (from a platform) is easy for recruiters and more convenient for candidates—in fact [Black Angus](#) has seen 76% response in 1 hour. And let candidates schedule (and re-schedule) their own interview. Don't waste time on either side of the process by playing phone and email tag.

And on-demand interviews are an easy way to let all candidates put their best foot forward. Outside 9-5 business hours? After dinner and the kids are asleep? On a Sunday morning before an early morning shift? Why not? It's easy and effective with the right technology in place. In fact, 50% of HireVue interviews take place outside of normal business hours and on the weekends.

Your candidate experience shows you value your candidates as humans first. Make it flexible, and make it fair. A great candidate experience also helps your company stand out and improves the chances a candidate will choose your offer should they receive multiple offers.



What to look for in an ethical vendor

Looking for a hiring tech vendor can be overwhelming—there are a lot of options out there. Couple the option overload with the Artificial Intelligence(AI) regulation discussion, and decision paralysis can set in.

At the end of the day, AI is here to stay—but don't let that scare you. We're actually interacting with AI more than you may realize. Do you have a roomba, a smart thermostat, or Netflix (those personalized recommendations aren't random)? Well, they all use a form of AI.

And when it comes to AI and hiring, it's important to remember that AI is not replacing humans or human decision-making. It's simply decision support to ensure you're making smart, fair hiring choices.

Scott Keller, Director of Solutions Engineering at HireVue, sums it up perfectly by saying, "Hiring decisions should never be based on a single data point."

At HireVue, we believe the best hiring decisions are made when humans and AI work together. Ensure you're looking at more than one data point to make an educated decision. From OnDemand interviews to various types of assessments to live interviews, HireVue offers solutions that ensure not only that all candidates are evaluated the same, mitigating bias in the process, but empowering TA teams to prioritize the right candidates.



Established standards, NEW METHODS

It's important to remember that while the methodology behind technology may be newer, the standards aren't. The vast, legal structures governing fairness in hiring have been around for a long time, and at HireVue, we adhere to the law and follow best practices that go beyond those standards.

And remember, HireVue technology predicts competencies—not human hiring decisions.

Dr. Lindsey Zuloaga, Chief Data Scientist at HireVue, says, "What we're trying to predict is a very well-defined job-related competency, not if someone like you was hired in the past. Our technology works in conjunction with humans, debunking the idea that it will make decisions by itself."

In July 2023, New York City enacted Law 144 with language around data privacy and audit accountability, and while the law specifically applies to NYC residents right now, companies should prepare to audit their technology—because legislation is coming.



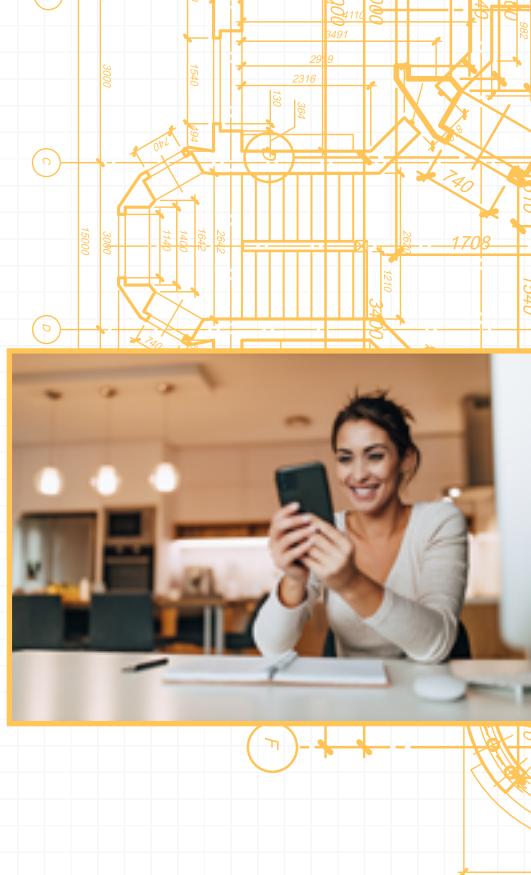
Established standards, new methods

The good news for HireVue customers? Our technology is audited by trusted third-parties, so customers don't have to go through the lengthy (and costly) process of auditing it themselves.

When it comes to choosing your vendors, here are 3 questions to ask and ensure vendors can answer:

- Can you easily explain how your technology works?
- Can you explain how it works in a way that makes sense?
- Can you share the validity and ROI of the product?

Want to learn more about the science beyond our technology?
Read the industry's first AI-explainability statement [here](#).



Audit Your Hiring Process

Structured interviewing should be the foundation of all hiring processes. And if we want to establish workplaces that foster cultures of fairness—ensuring equitable hiring processes is critical to success.

- Ready to audit your hiring processes for consistency and fairness? Ask yourself these questions:
- How are you measuring interviews? With data or gut-instinct?
- Are your hiring decisions supporting DEI goals?
- Do you have technology in place that values fairness and flexibility?
- Is your technology provided by an ethical vendor?

Ready to make some changes?

[Get a Demo](#)



HireVue