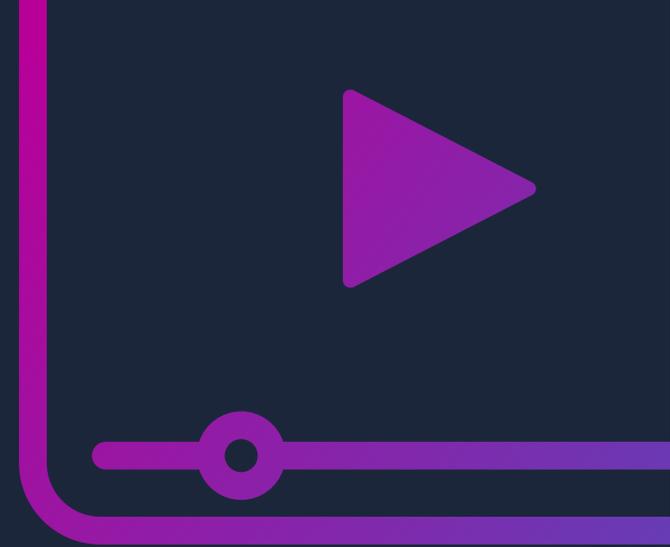


Phoenix51



TALENT ACQUISITION AND EFFECTIVE VIDEO INTERVIEWING

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TALENT ACQUISITION AND EFFECTIVE VIDEO INTERVIEWING

Phoenix51 are experts in talent acquisition, interviewing and hiring. We are pioneering the movement towards video interviewing, using technology to support organisations in making correct, data-led decisions around future talent.

This guide helps organisations to make the necessary changes to their talent acquisition process within the virtual world, putting data-led, technology-driven processes front-and-centre. This ensures the correct hiring decisions are made throughout the interview and talent acquisition process.

With the wholesale shift to a home-working environment, video technology has become ubiquitous for many organisations. Video technology as a communication tool is amazing, and it has been fantastic to see it come into its own in supporting organisations – allowing them to continue to operate during time of enforced remote working.

The remote working environment presents an interesting dilemma for organisations having to conduct interview processes on an exclusively virtual basis. There is reluctance from organisations around making formal offers of employment to individuals they've yet to meet 'face-to-face'. A lack of connection, lack of protocol, and lack of robustness in the interview processes all present as concerns.

Our research shows that without interviewing technology or a formal process to follow, typical video interviews (reviewing a CV and experience) are 30-40% shorter than if they were face-to-face. Logically speaking, this means a less comprehensive process has taken place, which can lead to the wrong decisions being made.

So, we want to share some best practice tips for interviewing remotely. If followed, this should give the organisation and talent community greater reassurance in making a decision, without 'meeting' a future employee.



CONTENTS

Process Design and Candidate Experience	4
Structured vs Unstructured Interviews - Competency Design for Interviews	5
Screening	6
Video Tools	7
Interview Process	8
Job Relevant Tasks (business simulation)	9
Psychometric Assessment	10
Analysis and Scoring	12
Feedback for Non-successful Applicants	13
Job Offer	14

1

PROCESS DESIGN & CANDIDATE EXPERIENCE

When planning your interview process, you must first consider your current interview processes for the various job levels within your organisation. How may they need to be adapted to the virtual environment?

Considerations:

- How many stages do you currently have within the interview process?
- Do you use competency-based interviews, and if yes, how will these be adapted and scored within a virtual environment?
- Are your current Competency Based Interview forms paper-based?
- What video technology do you have available to you?
- Do you have any activities within your interview process that are task-based, such as presentations?
- If you use psychometric tools, how can their benefits be maximised within the virtual environment?

The second area to consider is the applicant experience. Interview processes are traditionally designed to assess an individual's suitability for a given role. But they are also an opportunity to excite the applicant about the organisation, the role and the company culture. Without the applicant physically seeing the offices, careful consideration needs to be given to engaging the applicant through the full interview process.

Suggestions to support this process in a virtual environment include:

- Work for Us' video
- Company Presentation
- Virtually meet the team (informal)
- Virtually meet senior stakeholders
- Infographics on company benefits, onboarding processes and training provisions, a-day-in-the-life, and examples of successful career progression.

One final consideration is the overall applicant experience in relation to brand. With the current climate of transparency and voice in social media, it's important to deliver a positive experience for both successful and unsuccessful applicants. Some of this will be covered in the feedback section, but it's important to think about how each application is handled, timeliness of response, and clear communication through the process.

2 STRUCTURED VS UNSTRUCTURED INTERVIEWS - COMPETENCY DESIGN FOR INTERVIEWS

In the world of talent acquisition, organisations are searching for the holy grail – a process that will deliver the highest possible chance of the selected applicant joining the organisation and going on to become a success. From a business psychology perspective, this is known as predictive validity. Over the years, multiple studies have been undertaken to help determine which methods of assessment are the most effective.

Unstructured or Biographical Interviews

An unstructured or biographical interview follows the format of an unstructured conversation, with questions based around an applicant's CV. Work history is covered, and success within each role is explored. Unstructured interviews produce less than a 30% likelihood that an employee will still be in the organisation after 1 year.

Video technology adds in two further variables, or limiting factors, which serve to reduce the validity even further. Firstly, the interviewer is less likely to identify any non-verbal cues that would have been observed and explored in a face-to-face setting. Secondly, applicants generally have a greater feeling of discomfort in a video-based environment than face-to-face. (Gorman, C. Allen & Robinson, Jim & Gamble, Jason. 2018). Therefore, the use of CBI's is paramount.

Structured Interviews

Structured interviews follow a formal methodology linked to the core competencies required to perform role. They also assess an individual's values and alignment to the organisation's culture. They include scenario-based questions, where applicants are asked to reference a specific scenario in which they exhibited a certain competency with their professional or personal life. This way, interviewers can make a judgement call based on the relevancy of applicants' answers. Structured interviews give a much higher predictive validity than unstructured interviews, with some studies showing a predictive validity as high as 62%.

Competency Framework Design

The term competencies (or competency framework) has now become firmly embedded within organisational language and business culture. Competencies are designed to enhance the performance of both the individual and the organisation.

They allow an organisation to assess and benchmark against company standards, values, skills, and behaviours, and are a vital tool for ensuring organisational effectiveness.

Typically, when designing competency framework questions, you start with an organisation's core values. Consideration should be given to those core values that are required for every employee within the organisation, regardless of role. Relevant competency-based questions should then be designed to explore and measure an applicant's alignment to those values.

EXAMPLE VALUE

Honesty

EXAMPLE COMPETENCY DEFINITION

Honesty is at the core of what we do. Whether it be through our internal relationships and culture, or our open and transparent approach with our clients, we value honesty and integrity.

EXAMPLE INTERVIEW QUESTION

Tell me about a time you had to admit a mistake to your manager or co-worker(s)

Once the value questions have been defined, the organisation can then focus on the job-specific competencies and questions. The goal here is to design questions that allow the applicant to demonstrate their ability or experience within a given scenario, relatable to the role for which they have applied. As an example, a project management role would require high levels of planning and organisation.

EXAMPLE JOB SPECIFIC COMPETENCY

Planning and Organisation

EXAMPLE COMPETENCY DEFINITION

Ensures that work is completed within agreed time-frames. Adapts their plan and priorities in response to changing demands, and monitors progress towards completion.

EXAMPLE INTERVIEW QUESTION

How do you organise your work when you have to juggle multiple tasks for different stakeholders at the same time?

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SCREENING

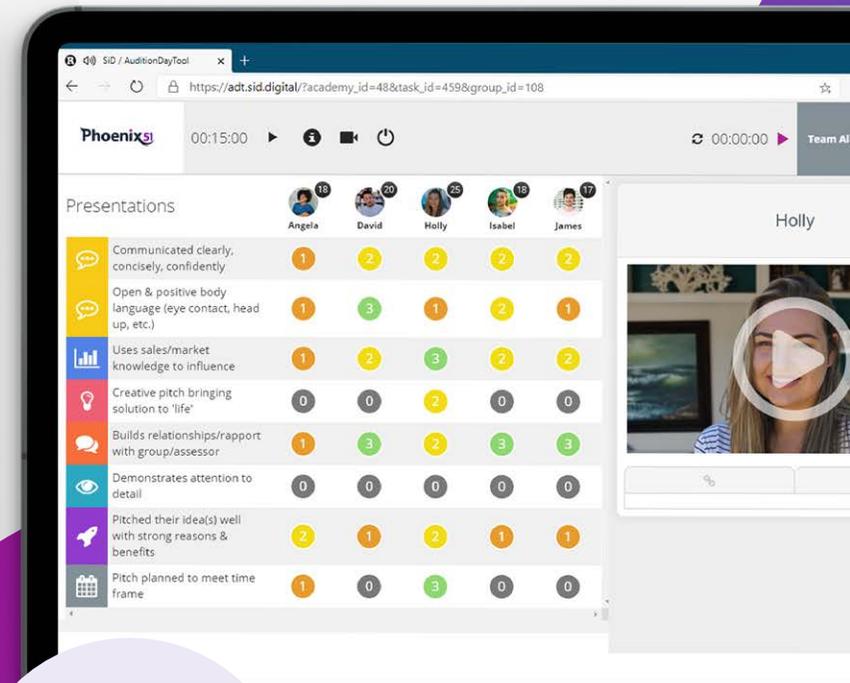
The job market has shifted markedly across 2020, with a distinct uplift in the number of applications per role. Sifting through large volumes of applications can be time-consuming, and identifying prospective applicants based solely on a CV and application form can be notoriously unreliable.

Technology-based screening tools use Artificial Intelligence to automatically screen candidates based on experience, qualifications and even written ability. These tools not only save time, but also reduce the number of applications in the funnel.

Another alternative is to ask applicants to submit a video application. Specific questions can be set for the applicant, based on why they want to apply for the role, company knowledge, relevant experience, and key facts about themselves.

Further benefits of using video as an additional screening tool include the ability to view the applicant's communication and articulation skills early-on, and assess their commitment to the interview process. Traditionally, after the standard screening process, organisations would look to undertake an informal telephone interview.

By utilising video technology in the screening process, not only can you make more informed judgments on the applicants, but an entire stage of the interview process can be removed. Telephone interviews are time-consuming, they can lack objectivity in their execution, and they require scheduling from both the applicant and interviewer. By accepting video applications, the talent acquisition team or hiring community can schedule time in the diary to view and score multiple candidates. This reduces time spent, and increases efficiency in the early stages of the application process.



4

VIDEO TOOLS

With video call technology firmly embedded within standard business processes, tools such as Microsoft Teams and Zoom are now also being used for interviews.

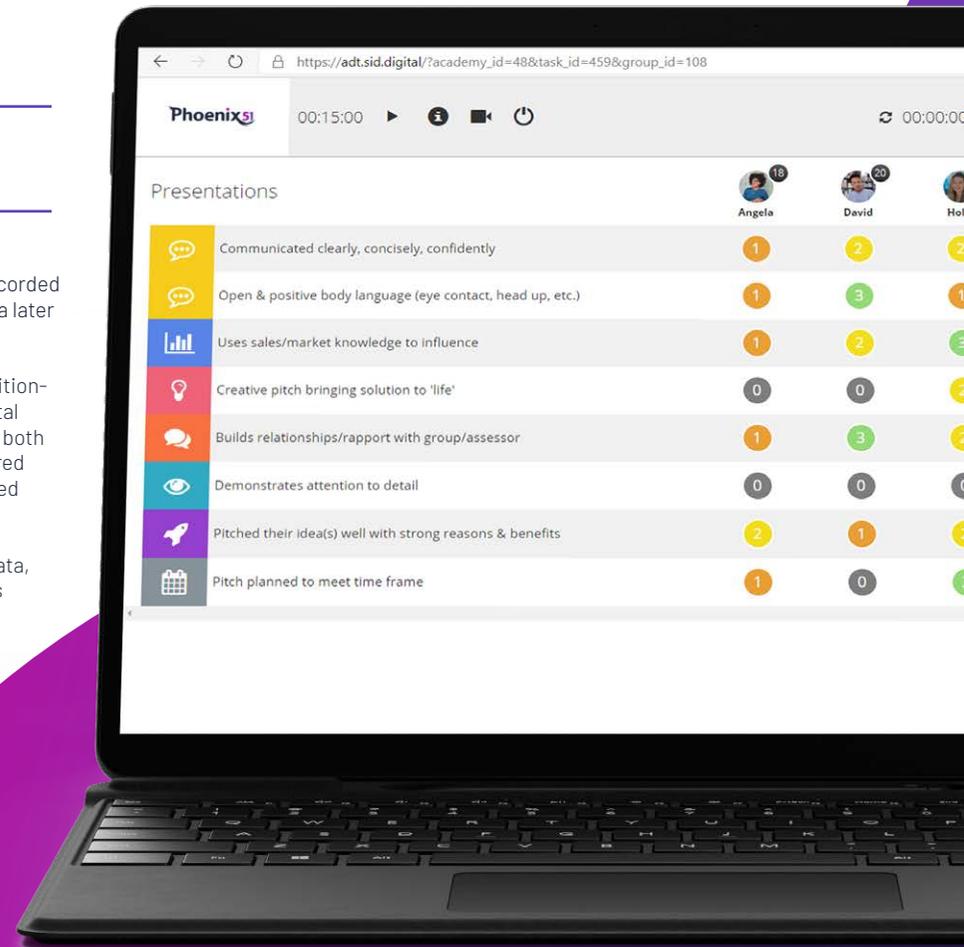
Whilst they are useful to facilitate an unstructured or informal interview, when attempting to conduct a competency based interview, they can fall short. Organisations must either print out their competency based interview forms, or dual-screen the interview form alongside the video platform. Notes can then be taken whilst conducting the interviews, however, this process can be cumbersome for the interviewer.

Dedicated video interviewing tools such as Odro allow a seamless interview to be conducted within a standalone platform, meaning a consistent experience

for the applicants and a dedicated library of all recorded interviews that can be accessed and reviewed at a later date.

'Combining a tool such as Odro with talent acquisition-based technology platforms (with embedded digital score cards that enable the interviewer to record both quantitative and qualitative data) can be considered as the optimum method of conducting a structured interview within a virtual environment.

These types of tools automate the recording of data, allowing detailed comparison between applicants against the core competencies required. Scoring methodology will be covered further in the Analysis and Scoring section.



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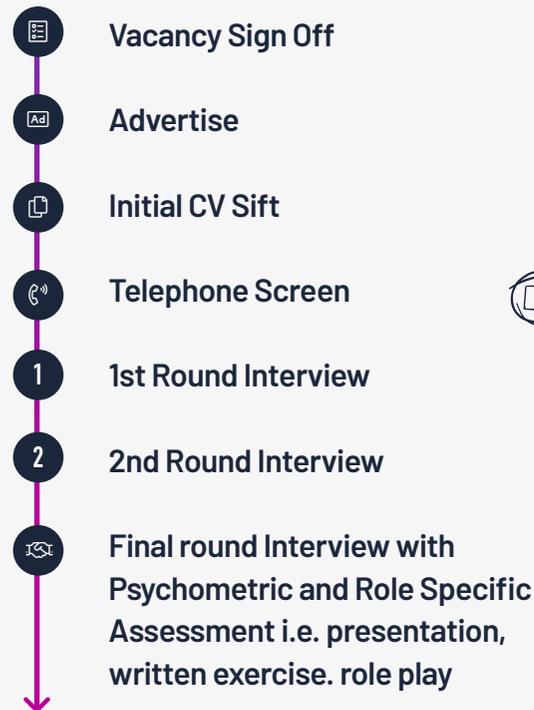
INTERVIEW PROCESS

When considering the most suitable interview process, it is important to strike the balance between rigour and efficiency. A 5-stage interview process taking 2 months would likely be too long, and may lead to disengagement from the applicants. Equally, a 1- or 2-stage interview process may lack the detail needed to make an informed and objective decision on applicants' suitability.

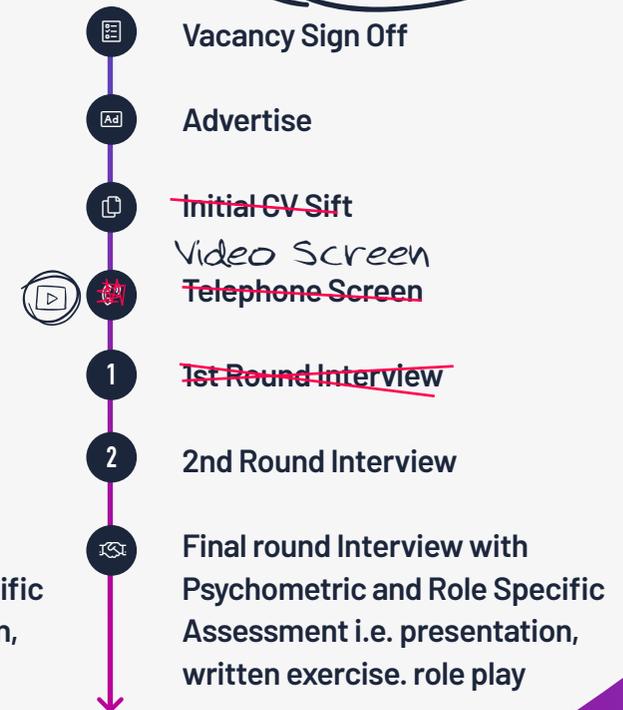
The seniority of the role may well have a bearing on the length and stages of the interview process. If the role is of high strategic importance, then a longer interview process would be appropriate, and an organisation should look at designing specific interview pathways per job title and job level.



Time to hire 8 weeks



Time to hire ~~8 weeks~~ 4 weeks!



6 JOB RELEVANT TASKS (BUSINESS SIMULATION)

Returning to predictive validity and seeking to further enhance the likelihood of making the correct hiring decision, organisations can choose to adopt relevant 'business simulation' style tasks within the interview process. Examples of these tasks can include the following:

These tasks need suitable sourcing methodology to ensure consistency when reviewing the applicant's performance in the task. The score of their task, combined with the scores within the Competency-based interviews, then provide an overall score of how they have performed during the interview process. This then allows objective assessment of the highest scoring applicants, mitigating against any unconscious bias that may be present from those conducting the interview.

Written tasks or in-tray exercises

to review research, writing style, and level of language comprehension.

Presentation style tasks

to review impact, passion, engagement, strategic approach.

Role plays

to assess behaviours such as resilience, active listening and influencing skills.

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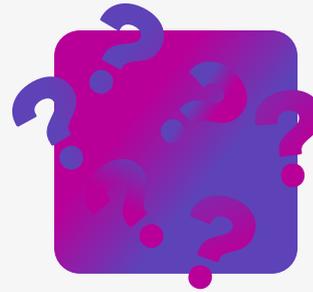
7 PSYCHOMETRIC ASSESSMENT

One final element to consider within the interview process is that of psychometric assessment. Psychometrics are split into what is known as A + B tests; A being aptitude, B being Behavioural.

Aptitude (Ability) test:

With fixed answers, aptitude tests are a good way to benchmark and assess skills and abilities within a given frame. Due to the fact there are right and wrong answers, minimum pass marks can be set for the test, making it an effective screening tool early in the interview process.

With this in mind, an aptitude test may be added into the application stage alongside the video application. Scores for the video application can be assessed alongside their score in their Ability test, and the top candidates can then be invited to the first stage interview.

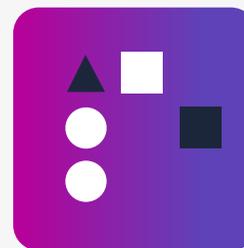
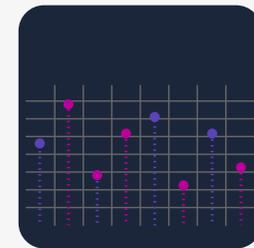


VERBAL REASONING

Verbal Reasoning tests assess an applicant's literacy and comprehension. Assessments are used to evaluate candidates' ability to understand information and tone expressed via written text. The most common answering style is to select 'true', 'false' or 'cannot say' for each statement they encounter. The test may be best-suited to roles where written comprehension is paramount, i.e. in journalism, media or bid writing roles.

NUMERICAL REASONING

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ABSTRACT REASONING (LOGIC)

Abstract Reasoning tests measure lateral thinking and fluid intelligence, with the aim of assessing an individual's ability to identify and interpret the relationship between a collection of shapes and patterns. They assess an individual's ability to 'think on their feet', with no previously knowledge of the subject matter or problems they are presented with.

The test can be a good predictor for roles within a fast-paced environment, with lots of variation in work responsibilities and priorities. They can be a strong indicator of candidates' adaptability, and ability to rapidly learn new information, acquire new skills, form new strategies and solve new problems. Traditionally, careers in areas such as IT/computer programming, system analysis and science-based roles are associated with high abstract reasoning, however, Abstract Reasoning tests are now widely used in graduate programme as they are a good general measure of intelligence.

Behavioural (personality test)

Personality-based psychometric assessments differ from ability tests in so far as there are no right or wrong answers. They are designed to measure an individual's personality. Common tests such as the 5 big personality traits break down an individual per into 5 key groupings.

- Openness
- Conscientious
- Extraversion
- Agreeableness
- Neuroticism (Emotional Resilience)

They involve a high volume of scenario-based statements, and a candidate must rate how they feel about each statement made – usually in the form of Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree. These assessments should not be used to 'screen out' individuals during the interview process. Rather, they can be used to gain deeper insight into an individual personality – which can be explored further within the competency-based interview.

Often, organisations will use a personality test in the final stage of the interview process. Correlations can be drawn from the test as to candidates' suitability for certain types of roles. For instance, someone with high conscientiousness may be suited to a role such as project management as they tend to be highly organised and like to complete tasks. Whereas an individual with a high degree of extraversion might be suited to a client facing or sales role, as they enjoy the limelight and build rapport naturally.



8

ANALYSIS AND SCORING

When it comes to analysis and scoring, a mechanism must be put in place to ensure those who are conducting the interview can discern between a poor, a good and an excellent response. Scoring mechanisms can range between 1 and 10, however 1-5 is widely considered best practice to help ensure ease of interpretation for the hearing community

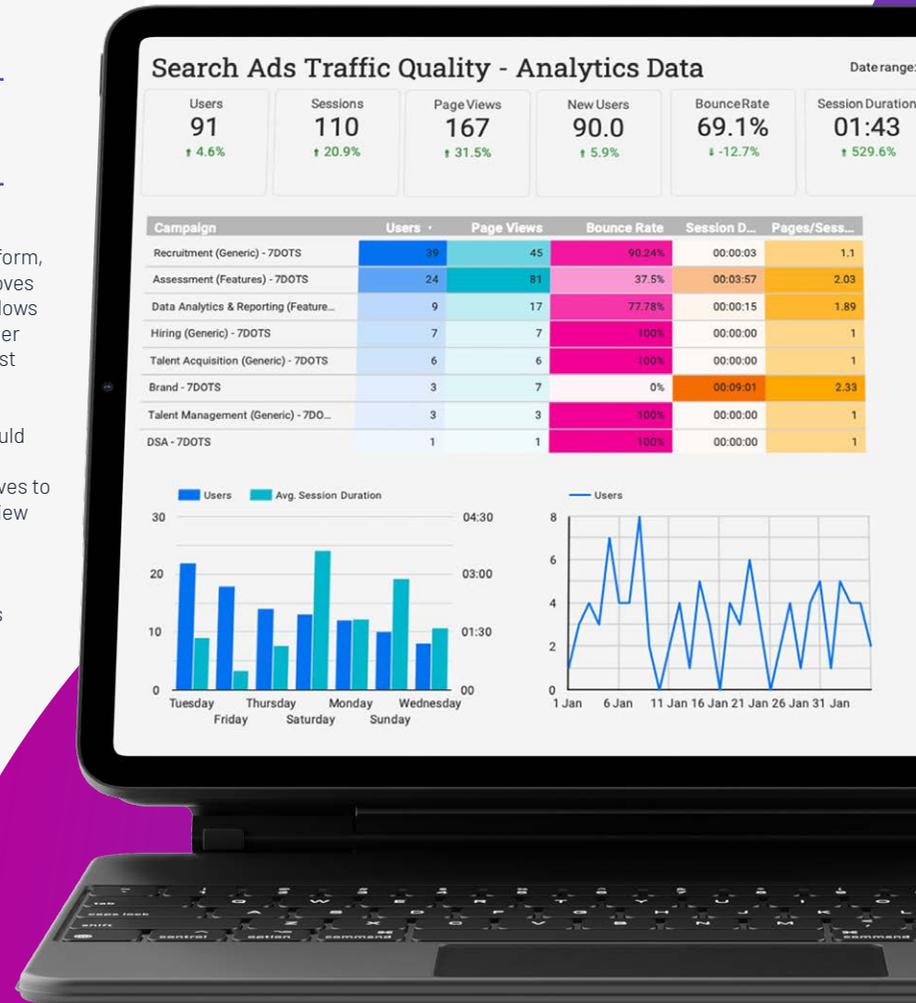
SCORE	DESCRIPTION
1	Provides no evidence and/or demonstrates no behavioural indication of desired competency
2	Provides little evidence and/or demonstrates limited behavioural indication of desired competency
3	Provides some evidence and/or demonstrates basic level and behavioural indication of desired competency
4	Provides good evidence and/or demonstrates capable level and behavioural indication of desired competency
5	Provides strong evidence and/or demonstrates comprehensive level and behavioural indication of desired competency

Use of a competency-based scoring technology platform, rather than relying on the written word, greatly improves the administration of the process. Furthermore, it allows for automatic collation and breakdown of the scores per competency, and for benchmarking applicants against one another.

When considering scoring and influence, scores should be administered independently – with zero visibility between those interviewing the individuals. This serves to stop interviewers comparing notes during the interview process, and helps maintain objective analysis of candidates' answers.

When it comes to unconscious bias, there will always be an inherent level of bias among interviewers. To counteract this, the ability to reach an average score from all the interviewers against each competency mitigates any unconscious bias that may exist within the interview panel.

In addition, through the use of analytics, technology can identify trends within the hiring community. If a certain hiring manager displays tendencies towards a certain sex, age, or ethnicity, this will be shown within the data set and unconscious bias training interventions can then be put in place.

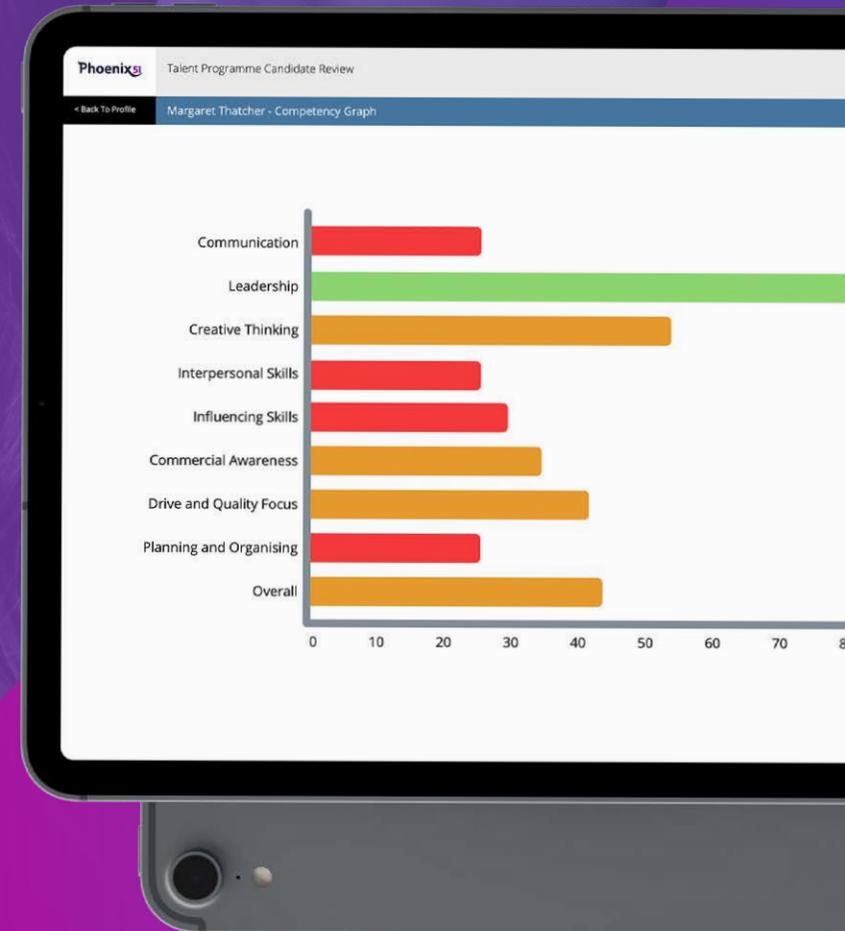


9 FEEDBACK FOR NON-SUCCESSFUL APPLICANTS

Through effective use of a competency-based talent assessment platform, key insight can be derived on each applicant's performance during the interview process. This allows automated and targeted feedback forms to be created for all unsuccessful applicants.

This type of feedback form gives detailed information to the applicants on how they scored against each of the competencies necessary for the role. They can take that information and use it as a guide to focus on development areas, so that in the future they may be more competent in answering questions or matching themselves to future job requirements.

By providing this feedback, organisations not only save time but also enhance their brand, by giving a good applicant experience at every stage of the process and protecting the organisation from any legal challenges around reasons for rejection.



10

JOB OFFER

One area of consideration for virtual interviewing during the recruitment process is that of job offers. Whilst job offers were typically made via telephone or email in the pre-pandemic world, there is today an opportunity to use virtual tools to boost applicant engagement during the job offer process. If the entire interview process has been conducted virtually, the applicant will not have physically seen anyone in the hiring organisation and not stepped foot in an office.

It's worth considering how best to ensure engagement and excitement when delivering the job offer.



How is the offer made?

Rather than a phone call or email, there is an opportunity to deliver the job offer via virtual call. The more personalised nature of a job offer 'in person' can help to cover off any queries around the offer in terms of salary, benefits, start date and process. In addition, it is a further chance for the client to 'sell' the opportunity back to the applicant to ensure they are fully engaged, and increase the likelihood of them accepting the offer.



Who makes the offer?

The talent team within an organisation will have been involved throughout the process, in terms of pre-screening, first stage interview and general coordination of the process. However there is value in the hiring/line manager making the final job offer, because it helps ensure the applicant feels they are important to the business. They will also start to build rapport with their future manager from the outset. This will help improve the metrics around job offer acceptance, something that should be reviewed at an organisational level to assess to the effectiveness of the interview process.



Use of feedback reports

Feedback reports are used to deliver constructive criticism to unsuccessful applicants, but they also serve as an excellent tool for those who have been selected. Providing detailed analytics on how successful applicants performed can instil confidence in the applicants as to why they were selected.

In addition, development areas can be identified and shared with the applicant, to work on prior to their start date.



Pre-start date process

Another metric that organisations will be cognisant of, is the conversion from job offer acceptance to the applicant starting the position. The pre-start date engagement period is crucial, yet often neglected by organisations.

PAPERWORK

Ensuring that the necessary paperwork, including formal offer and employment contract, is sent to the applicant in a timely manner is vital. It gives the applicant a strong impression of the organisation's efficiency and professionalism.

PRE-START DATE LEARNING / PRE-ONBOARDING

Providing the successful applicant with some pre-start date information for them to read through serves two purposes. It gives the applicant insight into their new role, and keeps them interested about the type of information required to execute the position efficiently. In addition, it starts the necessary learning that can serve to optimise the onboarding process – giving the applicant a core base of knowledge around business process, sector information and what to expect in the first 3 months in their new role.

PHONE CALLS

With the typical notice period being 4 weeks, the talent team and line manager should schedule at least two touch points with the successful applicant in the pre-start date period, to both ensure applicant engagement and cover off any queries. Counter offers from other organisations are common, and these conversations can be vital to discuss the counter offer, re-state the reasons they applied for the position and help to manage conversation with their previous employer.



Meet them team

One method of successful pre-start date engagement is to arrange an informal virtual meeting with existing team members. This is a great way for the applicant to meet their future colleagues, gain insight into the company culture, and ask more informal questions that may not have come up within the recruitment process.

We are Phoenix51

 hello@phoenix51.io

 phoenix51.io

Phoenix51 is built on a passion for creating simple solutions to complex problems. When it comes to an organisation's most important asset - its people - we believe that leaving hiring, assessment, and development decisions down to 'gut feel' is like playing the lottery. Our commitment to excellence combines the best aspects of human and technological advancement, allowing organisations and the people within them to thrive in today's modern talent landscape.



Assess

Assess prospective applicants against core competencies, using state-of-the-art technology and embedded video tools.



Hire

Use data analytics, graphs and scoring to make informed hiring decisions for your organisation.



Train

Analyse specific data points to create tailored development pathways for each employee in your organisation.



Retain

See increased levels of year 1 retention and productivity, with employees that bring the right skills, attitudes, and values to your organisation.

Phoenix51 is a state-of-the-art talent assessment platform enabling organisations to make data-driven decisions at every stage of the employee journey, from hiring through to benchmarking and development. Providing detailed analytics on each individual, the platform helps organisations not only to make the right hiring decisions, but to benchmark, train and retain their employees.

