



SCOREABLE STRUCTURED INTERVIEWS: POWERFUL, MEASURABLE CONVERSATIONS

Candidate interviews are the most widely used and typically the least valid components of the employee selection process. Most interviews are informal conversations conducted by people untrained and inexperienced in effective interviewing practices. The informal, inconsistent nature of most selection interviews makes them poor predictors of subsequent employee performance and also creates high vulnerability to legal challenges.

Hundreds of studies have demonstrated the increased validity of the structured interview process over traditional informal interviewing. Scoreable Structured Interviews in particular not only increase valid prediction of employee performance and tenure but also are more resistant to legal challenge because of their objectivity, standardization, and job relatedness.

The Scoreable Structured Interview provides even the untrained, inexperienced interviewer with a script of job-related questions that assures that critical performance predictors will be addressed. By sticking to the script, the interviewer also assures that no inappropriate or illegal questions are being asked. Interview time is used efficiently, and candidate responses are objectively scored.

INTRODUCTION

A Scoreable Structured Interview provides a consistent format that explores themes known to be related to success on the job.

The question items for each interview were drawn from research with people who understand the demands of these roles and the skill sets needed for success. The purpose of the structured interview is to create opportunities for candidates to talk about these success-related issues.

The structured interview questions are grouped by theme. Within each theme are questions appropriate for people with different kinds and levels of experience. The interviewer should become familiar with all the available questions, recognizing that it's okay to modify or expand a question by providing job-relevant examples or situations.

When interviewing a candidate, the interviewer should select at least one question to explore each theme. More questions from the same theme may be added until the interviewer is comfortable that the theme has been adequately assessed. Choice of questions may be prompted by information already known about the candidate from resumes, applications, references or employment history. To whatever degree possible, questions should be selected and modified to fit into the natural flow of the interview conversation.

If multiple questions are used from a theme, responses for all questions within that theme should be averaged to calculate a single theme score.

Ratings of interviewee employment suitability from a structured interview have been shown in many research studies to predict future job performance and increase legal defensibility of selection decisions.