



## Reducing the Interview-to-Hire Ratio to Zero

weploy™

# The Case for Zero Interviews

**Did you know it was Thomas Edison that is attributed with inventing what we know as the 'job interview'? His famous interview question was about a bowl of soup - those who added salt and pepper before tasting were immediately dismissed, as Edison believed assumptions were the main inhibitor to innovation.**

Ever since Edison, job interviews have been the go to method for shortlisting and selecting the 'right' candidates, even with mounting research against their effectiveness in predicting candidate success.

So why do businesses continue to hang their hat on such an old-school technique and take on the cost burden of ineffective hiring? The innovative ones don't.

This whitepaper will address the business case for removing interviews from your hiring process and how Weploy can help.



# The Economic Case for Reducing Interviews to Zero

Human Resources Managers, Recruiters and Business Hiring Decision Makers are able to measure the effectiveness of their recruitment processes through Key Performance Indicators (KPIs) like:



## **Time to hire**

Quality of recruitment processing efficiency and decision making



## **Interviews per hire**

Quality of assessments and internal processes



## **Qualified candidates per hire**

Quality of job promotion and waccess to candidates



## **Time to fill**

Quality of planning and effectiveness



## The Economic Case for Reducing Interviews to Zero

Internal interviews have a big impact on many of these KPIs as found in research by Workable. For each role, they approximated there are an average of 14 interviews conducted. If you multiply that by the number of staff involved in each interview, and add the number of hours spent preparing and de-briefing for each candidate you see that the true cost of interviewing skyrockets.

Although not the sole reason, the number of interviews during the recruitment process is increasing the time to fill open positions.



Research by Deloitte estimates the average time to fill a job is over 52 days and in the US this equates to over \$13bn of lost productivity per month. If you don't have the time to crunch the numbers to work out the cost to your organisation, CEB estimates the cost of an open position at \$500 per day.

What is not often considered when estimating the financial impact of the lengthy recruitment processes is the human cost to the rest of the business. Other members of the team or supporting functions are stretched to cover the most critical activities. This can lead to staff turnover and disengagement alongside the productivity drop within their own team or department.

# The Quality Case for Reducing Interviews to Zero

According to Hoevermeyer, author of the book *High-Impact Interview Questions* (2017)

“One of the reasons that hiring managers dislike interviewing is that they feel so overworked and overwhelmed that the thought of having to go through the interviewing and selection process depresses them. They feel that it’s an imposition that is just going to make it even harder for them to get their jobs done.”

“As a result, they end up rushing through the process and focusing more on hiring a “warm body” than a great-fit candidate. This often ends up as a vicious cycle when the “warm body” needs to be terminated for performance or behavioral issues and the interview process has to begin again.”

Even if there are adequate checks in place to create competency-based behavioral interview questions, the actual number of interviews involved in each hire can have an impact on the quality of the outcome.

In fact, rather than being a good predictor of fit, an interview can actually be harmful, undercutting the impact of other, more valuable information about interviewees.



# The Quality Case for Reducing Interviews to Zero

## The Inescapability of Unconscious Bias

The human brain is hardwired to create stereotypes and pigeonhole people. It's an essential trait, as it enables us to deal with the vast amounts of information we receive from our surroundings every moment of everyday. These stereotypes can impact interviews in a number of ways. Here are three examples of bias that often affect recruiters.

### 1. Confirmation Bias:

Based on familiarity norms, interviewers look to ask questions that confirm a preconceived hypothesis. For example taller candidates are asked for examples of when they led teams. In contrast, shorter candidates are asked if they are comfortable leading teams. Not only does this affect how questions are asked but also how their answers are interpreted.

### 2. Similarity Bias:

This is a tendency to expect or give characteristics to an individual if they appear similar to their interviewer. This can mean interviewers hiring candidates that are like them or creating homogenous teams that lack diversity.

### 3. Affinity Bias:

Interviewers will rate more highly those candidates they share an experience with, such as attending the same school or university, or even just reminding them of someone they know.

## Interviews favour dishonesty

Not only can interviews be flawed due to bias, candidates can derail the process.

The psychologist Ron Friedman estimates that over 80% of candidates lie during interviews, with the main motivation to answer questions in a way that they think the interviewer wants.

Although many might think the odd lie is part of the game, and maybe even shows an ability to think on ones feet, research by Roulin and Bourdage highlights the darker side. Candidates that were best at "Impression Management" during interviews were those that scored higher on the psychopathy scale - and were less conscientious and less honest (obviously!).

# The Diversity Case for Reducing Interviews to Zero

It has been well established now that diversity in the workplace, at all levels of an organisation positively impacts business outcomes.

**McKinsey carried out a far ranging report in 2015 that found ethnically diverse companies are 35% more likely to outperform industry medians and gender diverse companies outperform by 15%.**

When they looked into why diversity benefited organisations they found five main aspects:

**1.  
Win the war  
on talent**

Increasing the talent pool they sourced from meant organisations filled more roles and therefore increased overall productivity

**2.  
Strengthened  
customer orientation**

Diverse companies were more equipped to take different viewpoints from a diverse customer base

**3.  
Increased employee  
satisfaction**

Diversity was positively correlated to lower internal conflicts and improved collaboration and loyalty

**4.  
Improved decision  
making**

An increase in innovation and creativity with different problem solving approaches

**5.  
Enhanced company  
image**

Social responsibility has positive impacts on an employer's value proposition and the external perception of the organisation

Many companies are now investing millions of dollars into diversity programs, from improving access to STEM education for minorities and women, to rolling out practical programs within the organisation to foster a sense of belonging and inclusion.

**As examined earlier, a major barrier to improving diversity can be at the interview stage due to unconscious bias and so many diversity programs subsequently fall at the final hurdle - the interview.**

# Removing Interviews from the Hiring Process

Even with the evidence mounting as to why interviews are not ideal to assess role capability, interviews are everywhere. This could be due to an overconfidence bias in which we believe in our own abilities to judge a candidate, in fact the overconfidence bias is more exaggerated with subject matter experts.

But more than likely you will interview a candidate tomorrow because you interviewed a candidate last week, and last month and so on it's just the way you've always done things.

There are better ways. Many organisations are now challenging the status quo to get better outcomes for their business and hiring managers.

One option is a blind hiring process that companies such as UK law firm Clifford Chance use. This is where they remove the name, age, sex, marital status, and even the university they went to from the process. In terms of helping diversity in pre-interview stages it has worked well but the 'blind' part stops there.

Another option takes a leaf from the pages of the music industry with an audition. Actually giving someone the chance to do similar work to their day to day role is a far better gauge of capability and predictor of success. For businesses this can range from complete assessment centres (which works best for large volumes of applicants) to asking candidates to complete a project that aligns to their expected work.

Another option is to outsource the candidate quality assurance to a third party.

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Many organisations already outsource reference and work right checks but is it possible to outsource the entire process?

The suitability of this approach depends on the role and the organisation. When we consider more junior roles in support functions, and temporary or contract workers it makes no sense that a company would want to extend unnecessary resources to interview and hire temporary staff considering how inadequate interviews are as a predictor of success.



## Weploy offers quality assured temporary workers, on-demand

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Weploy carries out an extensive multistage assessment process delivered through human-centred technology to provide the best user experience for both Weployers (Employers) and Weployees (On-Demand Employees).

### Weploy uses:

- **CONSISTENT** quantitative telephone and in-person interviews
- **TAILOR-MADE** psychometric science and data analytics
- **QUALITATIVE** online assessments with reliable performance measurement
- **HUMAN VERIFICATION** to ensure each Weployee will be a valued member of our Weploy community and helpful to our Weployers
- **ADDITIONAL NETWORKING**, training and professional development opportunities for Weployees

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Rather than **work-ready** staff. Weployees are **work-capable**, able to arrive and be effective immediately.

# What is a Weployee?

All of our testing is focused on creating adaptable, agile, and resilient business support staff. Our Weployees are all rounders, able to step into new workplace environments and add value immediately. We assess potential Weployees through 5 lenses:

## Learning Ability

Logical reasoning and the ability to find patterns within data and apply these patterns to solve problems.

## Customer Focus

Responds to all social cues and is motivated by exceeding customer expectations and fulfilling obligations to others.

## Learning Agility

Ability and willingness to learn from experience and apply that learning to perform successfully in new situations.

## Emotional Intelligence

Adaptable, composed, collaborative and socially aware. Relates well to others, with strong interpersonal skills.

## Action Orientation

Meticulous, detail-focused and reliable. Follows through on tasks to ensure they are carried out accordingly.

To find out more about Weploy and on-demand staffing in general, please visit

[www.weployapp.com](http://www.weployapp.com)



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