CODILITY TECHNICAL INTERVIEWER GUIDE

At Codility, our mission is to unlock engineering potential. To do this, we aim to remove barriers to success and create a level playing field so all candidates can showcase their skills. After all, when your candidates succeed, you succeed.

Informed by assessment science research, Codility's I/O psychologists developed this guide to help interviewers prepare for, execute, and fairly and accurately evaluate candidate performance in technical interviews.

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Introduction

The purpose of this guide is to provide you, the interviewer, with evidence-based guidance for conducting technical interviews. Technical interviews play a crucial role in assessing a candidate's skills, knowledge, and problem-solving abilities for a specific position. However, biases, inconsistencies, and lack of standardization can undermine the fairness and integrity of the interview process, leading to suboptimal hiring outcomes. By following the practices outlined in this guide, you can enhance the effectiveness and fairness of your interviews, leading to more accurate evaluations and improved hiring decisions.

The Importance of Evidence-Based Interviewing Practices

Following the evidence-based practices in this guide will help you:

- **Reduce bias:** Unconscious bias can influence decision-making in technical interviews. By understanding and mitigating bias, interviewers can ensure a fair evaluation process that focuses on objective criteria and eliminates discriminatory practices.
- **Improve assessment accuracy:** Evidence-based practices help interviewers select relevant interview questions, design effective evaluation frameworks, and accurately assess a candidate's technical proficiency. Their application leads to more reliable evaluations and reduces the risk of hiring mismatches for the role.
- **Enhance candidate experience:** Research supports the importance of clear communication, fairness, transparency, and creating a positive candidate experience. When candidates perceive the interview process as fair, objective, and well-structured, they are more likely to have a positive impression of the organization, leading to increased satisfaction and improved employer branding.
- **Drive organizational success:** Hiring the right technical talent is crucial for the success and innovation of any organization. By conducting effective technical interviews, interviewers can identify candidates with the necessary skills and potential to contribute to the company's goals and objectives.

In summary, following this guide will help you make informed decisions, minimize biases, improve assessment accuracy, and create a positive candidate experience. In turn, this will help optimize your interviewing process and contribute to successful hiring outcomes.

Understanding the Technical Interview Process

While every company's interview process is unique, we see some commonalities across most technical interviewing programs. Below, we briefly describe a typical process, key stakeholders, and core interviewer responsibilities.

Process Overview

The technical recruitment and interview process is a structured evaluation method used to assess a candidate's technical skills, problem-solving abilities, and fit for a specific role. It typically involves one or more interactions between the interviewer(s) and the candidate, aiming to gather insights into the candidate's knowledge, experience, and potential.

Key stages of the technical recruitment and interview process typically include:

1. **Initial screening:** This stage involves a preliminary assessment to determine if the candidate meets the basic qualifications and requirements for the role. This preliminary assessment could be resume screening, phone screenings, or online assessments such as CodeCheck.
2. **Technical assessment:** The technical assessment stage focuses on evaluating the candidate's technical competencies. It often includes interviews (e.g., via CodeLive) that assess coding skills, algorithmic knowledge, system design capabilities, and other relevant technical areas.
3. **Behavioral assessment:** Alongside technical evaluations, behavioral assessments aim to gauge the candidate's communication skills, problem-solving approach, teamwork, and cultural fit within the organization. Interviews are a standard method for conducting behavioral evaluation, though other methodologies such as work style assessments or situational judgment tests have also been deployed for this purpose. CodeLive can be used to evaluate various non-technical skills such as communication, collaboration, and adaptability.
4. **Decision-making:** Based on the results of the technical and behavioral assessments, the hiring team, including interviewers and hiring managers, collaboratively makes decisions regarding candidate selection and advancement. Specific objective scoring criteria may be applied when making these decisions, or decisions may be based on more subjective judgments.

Key Stakeholders

In most technical recruitment scenarios, there are three key stakeholder personas - the interviewer, the interviewee, and the hiring manager. It’s important to consider the needs and motives of each persona when designing and deploying a technical interview strategy.

- **Interviewers:** As an interviewer, you play a critical role in assessing candidates' technical capabilities and evaluating their potential fit for the role. You are responsible for conducting interviews, asking relevant questions, evaluating responses, and providing feedback. You may interview candidates individually or as part of a panel interview in which several interviewers evaluate one or more candidates.
- **Interviewees:** Interviewees are the candidates being evaluated during the technical interview process. They are responsible for showcasing their technical skills and problem-solving abilities and demonstrating their potential as valuable contributors to the organization. Most commonly, candidates interview individually; however, group interviews where multiple candidates work together to solve problems with one or more interviewers may be helpful to consider when the role is highly collaborative and interdependent.
- **Hiring Managers:** Hiring managers oversee the recruitment process and make final decisions about candidate selection. They work closely with interviewers (and talent acquisition team members, as applicable) to understand the technical requirements of the role and align on the evaluation criteria. They often serve as interviewers at one or more points in the hiring process.

Interviewer Roles and Responsibilities

As an interviewer, you significantly impact the success of the technical interview process. As such, you must be aware of the job and role requirements, adequately trained, and effectively supported by the hiring manager and recruitment team members throughout the interviewing process. Interviewers can contribute to the technical interview process in a variety of ways and can have a variety of responsibilities. Below, we describe some of the most common interviewer roles:

- **Designing or selecting interview questions:** Because of their on-the-job experience and knowledge, interviewers often design or choose existing interview questions that effectively assess the desired technical skills, knowledge, and problem-solving abilities relevant to the role. Interviewers often help decide what skills to evaluate, what difficulty level to feature, and what flow and format the interview should follow.

- **Conducting interviews:** Technical interviews are conducted via various modalities and following various formats. Regardless of the modality or format in use, interviewers should conduct themselves in a professional and unbiased manner. You should create a positive, inclusive environment, encouraging candidates to demonstrate their technical expertise. It can be helpful to view yourself as a facilitator of the candidate's ability to showcase their full potential.

- **Evaluating interviewee responses:** As an interviewer, you should strive to assess interviewee responses objectively and consistently. Before conducting interviews, interviewers should define clear evaluation criteria that align with the technical competencies and requirements of the role. These criteria should be communicated to all interviewers, promoting consistency and fairness in the assessment process. You should assess interviewee responses based on observable behaviors and demonstrated skills rather than subjective impressions or personal judgments. This approach reduces the potential for biases associated with characteristics unrelated to job performance.

- **Providing feedback:** Though not always the expectation, interviewers may be asked to provide constructive feedback to candidates based on their performance during the interview process. When giving feedback, it should be specific, actionable, and aimed at helping candidates understand their strengths and areas for improvement. From a test integrity perspective, it may be advisable to avoid disclosing solutions or correct responses to preserve this information's security for future interviews. Consult the recruitment team for guidance on how and what feedback can be shared with candidates.

- **Collaborating with hiring managers:** Interviewers should collaborate closely with hiring managers to align on evaluation criteria, share insights, and collectively make informed decisions about candidate selection. After each interview, you should discuss your evaluation and observations with the hiring manager to further enhance fairness and consistency. This discussion allows for identifying potential biases, clarifying evaluation criteria, and adjusting ratings if necessary.

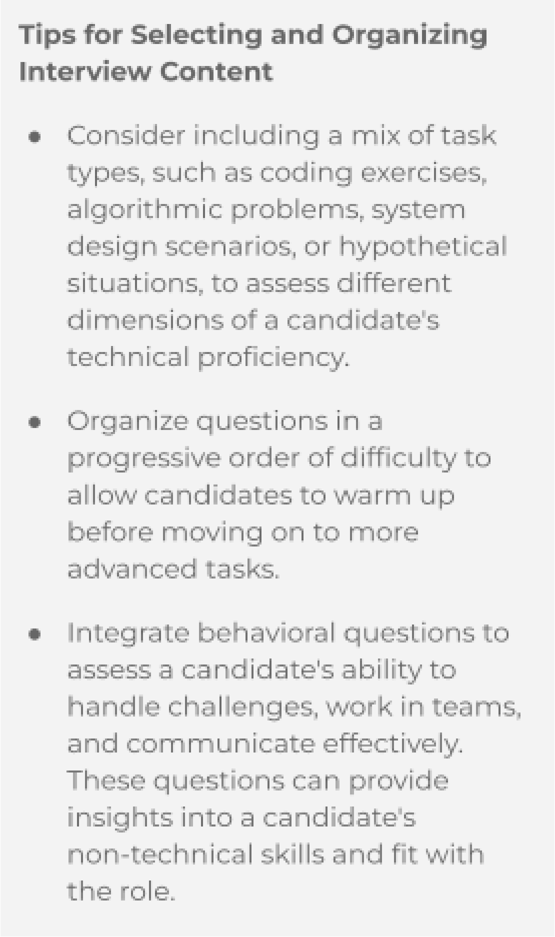
- **Regular Evaluation and Feedback:** On an ongoing basis, reflect on your performance, considering the extent to which you conduct interviews fairly and unbiasedly. Collect feedback from peers and candidates to identify areas for improvement and address any concerns or biases that may arise. Respond to constructive feedback to enhance your interviewing skills and promote fairness in future evaluations. Provide feedback on the overall process to the hiring manager and recruitment team.

By understanding your roles and responsibilities, you will be better prepared to effectively contribute to the technical interview process, ensure a fair evaluation, and identify the most suitable candidates for your organization's technical roles.

Preparing for Technical Interviews

Preparation is critical for a successful and smooth interviewing process. Before participating in interviews, we recommend taking these steps:

1. **Align with the hiring manager on the core competencies and skills to assess.** Before conducting technical interviews, interviewers need to clearly understand the core competencies and skills required for the role they are interviewing for. Collaborate closely with the hiring team and stakeholders to identify the key technical areas in which candidates should be proficient. For example, should the interview focus on programming languages, algorithmic knowledge, system design, database management, or specific frameworks? Ensure the content you cover in the interview is well-aligned with the focus of the interview.



Tips for Selecting and Organizing Interview Content

- Consider including a mix of task types, such as coding exercises, algorithmic problems, system design scenarios, or hypothetical situations, to assess different dimensions of a candidate's technical proficiency.
- Organize questions in a progressive order of difficulty to allow candidates to warm up before moving on to more advanced tasks.
- Integrate behavioral questions to assess a candidate's ability to handle challenges, work in teams, and communicate effectively. These questions can provide insights into a candidate's non-technical skills and fit with the role.

2. **Review or create an interview plan.** An interview plan is a roadmap for how the technical interview will unfold and helps ensure consistency across interviewers and candidates. In the plan, identify which tasks or questions you will present to the candidate, the order in which you will ask them, and how you will frame each task for the candidate. From a timing perspective, determine the total duration of the interview and allocate specific time limits (or guidelines) for different sections, tasks, questions, or exercises.

   Consider the complexity of the tasks and allow for reasonable timeframes for candidates to showcase their abilities. Avoid rushing the candidate, as this tends to have detrimental effects on their performance. When selecting tasks to include, identify the most critical areas or tasks that align with the role requirements. Allocate more time to these areas to thoroughly evaluate the candidate's proficiency in essential skills or knowledge. Additional tips and considerations for selecting and organizing tasks appear in the box above.

3. **Select an interview mode.** Choosing the appropriate interview mode depends on the specific objectives, requirements, and constraints of the role for which you are assessing candidates. Tailoring the interview mode to the specific assessment goals can provide a more comprehensive evaluation of candidates' technical abilities. Interviewers must consider each mode's benefits and drawbacks to select the most suitable approach for the specific context and goals of the technical interview. Table 1 below summarizes the three modes offered by Codility and considerations for each.

Table 1. Selecting a Codility Interview Mode

	Template Mode	Whiteboard Mode	Report Mode
What is it?	Interview questions and exercises are selected ahead of the interview from a pre-defined set of templates or question banks. The template content is specific to the function, role, or job type. The interviewer prepares a standardized set of questions for all candidates.	In this blank slate environment, the interviewer can verbally describe a problem or coding task to the candidate, insert their task description, pull a task from the library, or use our canvas for a system design exercise.	Interactive review of previously submitted solutions to coding problems or exercises provided by candidates (i.e., via CodeCheck).
Best suited for:	Assessing specific technical skills or knowledge areas. It provides a consistent evaluation process across candidates, ensuring that each candidate is assessed against the same set of criteria.	Assessing a candidate's ability to solve problems in real-time, analytical thinking, communication, and collaboration skills.	Assessing a candidate's practical coding skills, code quality, problem-solving abilities, ability to create scalable and maintainable solutions, and ability to communicate about their solutions.
Benefits:	• Standardization: Templated interviews offer consistency in the evaluation process, as all candidates are typically presented with the	• Real-time Problem Solving: Interviewers can observe a candidate's problem-solving	• Code Quality Evaluation: Enables interviews to assess the candidate's code

	same tasks. ● Objective Evaluation: Interviewers have clear, advance guidance on what to cover in the interview and how to evaluate responses. ● Efficient Use of Time: Templated interviews save time in question preparation, as questions are pre-selected and organized, streamlining the interview process.	approach, thought process, and ability to articulate their ideas verbally and visually. ● Open-Ended: Particularly for mid-level to senior technical roles, solutions to problems are often unscripted and nuanced. Whiteboarding allows the candidate to demonstrate flexibility and creativity. ● Collaboration: Interviewers can observe a candidate’s collaboration and interpersonal skills, as candidates may be encouraged to engage in discussion, respond to feedback, or seek clarification during the whiteboarding exercise. ● Holistic Evaluation: Whiteboarding sessions can provide a broader evaluation of a candidate's abilities, including critical thinking, leadership and teamwork, communication, and creativity.	quality, readability, maintainability, and adherence to best coding practices. ● Efficiency and Scalability: Candidates’ solutions are available before the interview, saving time during the interview and can help interviewers prepare specific questions or feedback. ● Verification of Proficiency: Interviewers can confirm the candidate possesses the skills and knowledge reflected in their CodeCheck assessment through interactive discussion and probing. If a candidate cannot discuss their thought process and code in detail, this may signal cheating or misconduct.
Drawbacks:	● Limited Flexibility: This mode may lack the flexibility to adapt the	● Stressful Environment: Some candidates	● Lack of Real-time Interaction: With solutions already

	interview to each candidate's unique background or experience. ● Narrow Assessment Focus: Templated interviews may focus heavily on specific technical skills, potentially overlooking broader problem-solving abilities or adaptability.	find whiteboarding sessions stressful, potentially hindering their ability to perform at their best. ● Subjectivity in Evaluation: Evaluating a candidate's whiteboarding performance can be subjective, as there may be multiple valid approaches or interpretations to a given problem.	submitted, there is no opportunity to observe candidate coding in real-time or provide intermittent direction or feedback. This mode focuses more on retrospective evaluation. ● Limited Scope: Tends to focus primarily on code quality and problem-solving skills, potentially overlooking other essential factors such as communication or system design abilities.

4. **Determine evaluation criteria.** Once interview content (i.e., tasks, questions) has been selected, brainstorm or even attempt to solve the tasks yourself to forecast what will constitute a strong response and what mistakes candidates might make. Apply your experience and observations to pre-determine what you may be looking for in the candidates' responses and how to identify different performance levels. Having this clarity ahead of time helps interviewers provide consistent and objective ratings. Without it, you may be left to rely on gut feelings or global reactions to the candidate's performance.

Conducting Technical Interviews

As an interviewer, you play a critical role in ensuring the interview is successful, smooth, and fair. Below are some guidelines on how to provide instructions to candidates, how to encourage effective communication and collaboration, how to take notes on candidate responses, and how to evaluate and score candidate responses.

Give Candidates Clear and Consistent Instructions

Interview fairness starts with the candidates receiving thorough and consistent information about the interview, its focus, its format, any policies or requirements, and relevant expectations. At the start of the interview, you should give the candidate an overview of the interview and any applicable instructions. When providing instructions to candidates:

- **Use Plain Language:** Ensure that instructions are clear, concise, and easy to understand. Avoid technical jargon or ambiguous language that could confuse candidates. Try to avoid using acronyms or terms that are specific to your organization or function.
- **Break Down Complex Tasks:** If presenting a complex problem or task, break it into smaller, manageable parts. Explain each step or requirement, allowing candidates to focus on one aspect at a time. Encourage them to think aloud as they work through elements of the problem. When candidates solve problems in an unfolding manner, this can help them organize their thoughts and solutions in a way that makes their responses easier to evaluate.
- **Provide Context:** Give candidates sufficient context and background information about the problem or scenario to help them understand the requirements and make informed decisions. In addition, consider describing how the problems or tasks in the interview are relevant to tasks they'd perform in the role if hired. This helps promote face validity and perceptions of fairness.
- **Clarification Opportunities:** Encourage candidates to seek clarification if they have doubts or need additional information. Emphasize that asking questions for clarification is encouraged and does not negatively affect their performance.
- **Offer Flexibility:** Depending on the interview flow and format, you might consider allowing candidates to skip a task and return to it if they get stuck. Similarly, it can be helpful to brainstorm and align with other interviewers or job experts ahead of time regarding the prompts and assistance you can offer a candidate to help get them "unstuck." You can always note that you had to do this and factor it into your evaluation as appropriate. However, prompting a stuck candidate is often desirable as it provides a richer opportunity to observe the candidate's skills once they can progress through the interview.

Encourage Effective Communication and Collaboration

As the interviewer, you have an opportunity to shape the content, tone, and pace of conversation with the candidate. Here are some behaviors you can engage in to facilitate effective and inclusive communication between you and the candidate.

- **Establish Rapport:** Begin the interview by building rapport with the candidate. Make them comfortable and at ease by engaging in friendly conversation and expressing genuine interest in their background and experiences. That said, avoid asking questions or inviting conversation about their personal life or details irrelevant to the job (e.g., marital or parental status, religious affiliation, gender, race, country of origin, languages spoken).

- **Practice Active Listening:** Pay attention to the candidate's responses, ask follow-up questions, and seek clarification when necessary. Show attentiveness through verbal and non-verbal cues, such as maintaining eye contact, nodding, and providing encouraging gestures. Even in a virtual interview, this shows genuine interest and encourages open communication.

- **Value Diversity of Ideas:** Create a positive and supportive atmosphere, encouraging candidates to express their thoughts and ideas. Avoid dismissing or immediately correcting their solutions or suggestions. Instead, explore different viewpoints and discuss the merits of each approach. Doing so shows respect for their input and encourages a collaborative exchange of ideas. Let them know that their ideas and perspectives are appreciated.

- **Encourage Collaboration:** Given the growing popularity of pair programming and other team-based work styles, evaluating how a candidate contributes to collective problem-solving may be necessary. During the interview, encourage candidates to contribute to problem-solving discussions actively. For example, suggest that they think aloud, ask clarifying questions, and seek your input or feedback. Act as a facilitator, guiding the discussion and providing guidance when needed.

- **Provide Constructive Feedback:** As interview policies allow, provide constructive feedback during the interview process. Frame feedback as an opportunity for growth and improvement rather than criticism. Suggest alternative approaches or areas where they can enhance their problem-solving skills. Any feedback you provide should focus on the candidate's job-relevant behaviors you observed in the interview, not on their traits or personal qualities.

As an interviewer, you have a unique opportunity to encourage candidates to share their thoughts, actively participate in discussions, and showcase their problem-solving abilities effectively. Doing so promotes open communication, mutual respect, and a positive experience for candidates during the technical interview process.

Frame and Structure ‘Unstructured’ Tasks

Whiteboarding sessions and freeform tasks can be a great tool to evaluate candidates’ creativity and innovation, judgment and decision-making, and real-world skills in more complex, unstructured areas of practice. That said, open-ended interview formats can be anxiety-provoking for candidates, as they tend to feature more ambiguity and uncertainty regarding expectations and goals. Below are some ways to make these interview formats and questions a bit easier on candidates so that they feel better prepared to demonstrate their skills.

- **Set Clear Expectations:** Clearly communicate the requirements and expectations for whiteboarding/freeform diagram or system design tasks. Specify what elements the candidate should include, the level of detail expected, and any constraints or trade-offs they should consider.
- **Encourage Iterative Thinking:** Allow candidates to iterate on their diagrams or designs as they gather more information or refine their ideas. Emphasize that refining and refactoring their approach is a natural part of problem solving.
- **Evaluate Scalability and Trade-offs:** Assess candidates’ understanding of scalability considerations, system architecture principles, and ability to make informed trade-offs between different design choices.
- **Collaboration and Justification:** Encourage candidates to discuss their diagrams and designs, explain their rationale, and describe possible alternatives or improvements.

Following these practices can help you better evaluate candidates' ability to design scalable and robust systems, make informed decisions, and effectively communicate their design and execution choices.

Take High-Quality Notes on Candidate Responses

Taking notes throughout the interview can help link your judgments and decisions to more objective criteria, which boosts the accuracy of the scores you provide. Failing to take notes often means your evaluation will come after the fact as a global impression or “gut feeling,” which tends to introduce lower-quality, less accurate decision-making in addition to biased judgments. To combat this, you should capture and document information during the interview following the strategies below.

- **Plan Ahead:** Prepare a note-taking template or format to ensure consistency and organization in your notes. The template might include sections for candidate information, interview question feedback, follow-up prompts and responses, key points, strengths, and areas for improvement.
- **Use Keywords and Bullet Points:** Use concise keywords and bullet points instead of writing long sentences to capture important information quickly and allow for easy scanning and retrieval of information later on.
- **Structure Your Notes:** Organize your notes in a logical and structured manner. You can use headings, subheadings, or sections to separate different topics or parts of the interview to make navigating your notes easier during the evaluation process.
- **Highlight Strengths and Areas for Improvement:** Identify and highlight the candidate's strengths, such as exceptional problem-solving skills or in-depth knowledge of specific technologies. Additionally, note areas where the candidate may need improvement, such as weak communication skills or gaps in technical knowledge.
- **Use Symbols or Abbreviations:** Utilize symbols or abbreviations to streamline your note-taking process. For example, you can use "+" to denote strengths, "-" for areas of improvement, "!" for noteworthy insights, or "✓" for well-structured and clear explanations.
- **Capture Examples and Specifics:** Whenever possible, include specific examples or instances where the candidate showcased their skills or provided particularly insightful responses. Doing so adds depth and context to your notes and helps support your evaluations.
- **Record Objective Observations:** Focus on recording objective observations rather than subjective opinions. Describe what the candidate said or did rather than personal judgments or assumptions to promote fairness and objectivity in your evaluations.
- **Review and Summarize:** After the interview, take a few minutes to review your notes and summarize the candidate's performance while the interview is still fresh in your mind. Highlight the key takeaways, notable achievements, and areas that require further consideration.
- **Secure and Organize Your Notes:** Ensure your notes are stored securely and organized appropriately for easy retrieval and reference. This may involve

using digital note-taking tools or maintaining a well-organized physical filing system.

While note-taking may seem straightforward, making a few adjustments to your technique can really improve your skills as an interviewer. Well-structured and comprehensive notes serve as valuable references for the evaluation process, support fair and accurate decision-making, and contribute to a more efficient and consistent interview process.

Manage Time During the Interview

As the interviewer, you are in the best position to help pace the interview and allow sufficient opportunity to assess the candidate's skills and competencies. Below are some strategies for ensuring a smooth and efficient interview process.

- **Set Expectations:** Communicate to the candidate the overall timeframe for the interview and the approximate duration allocated to each question or exercise. Doing so helps candidates manage their time and focus on completing tasks within the given constraints.
- **Be Mindful of Timing:** During the interview, be aware of the time allocated for each question or exercise. Keep track of time and gently guide the discussion or prompt the candidate if they are spending excessive time on a single task. On the other hand, if candidates are moving too quickly and not providing enough detail or substance in their responses, ask follow-up probing questions to extract more information.
- **Flexible Adaptation:** Remain flexible and adaptive to individual candidate needs. Some candidates may require additional time due to unfamiliarity with a particular topic or may finish tasks quickly. Adjust the pace accordingly to accommodate these variations while maintaining overall time management.
- **Reflection Time:** At the end of the interview, provide a few minutes for candidates to reflect on their performance, ask final questions, and make any additional comments relevant to the interview process. Allowing candidates this opportunity to provide concluding remarks or address any concerns they might have had with the process can enhance their perceptions of fairness and potentially yield more job-relevant signals.
- **Communicate Next Steps:** Conclude the interview by outlining the next steps in the hiring process and providing a timeline for candidate feedback or decision-making. Ensure the candidate understands what to expect after the interview.

As noted above, effective time management by the interviewer helps candidates have a fair opportunity to showcase their skills by ensuring they can complete the assessment within the allocated timeframe.

Scoring Technical Interviews

Research has long documented that human performance evaluation is inherently subjective and biased. It is impossible to completely remove all subjectivity and bias from the process, but some strategies can help ensure more accurate and fair candidate evaluations in technical interviews. Here are some best practices for scoring.

- **Scoring Criteria:** Establish clear and objective scoring criteria based on the technical competencies, skills, and qualities required for the role. These criteria should align with the interview questions, tasks, and evaluation objectives.
- **Rating Scales:** Define a rating scale that reflects different performance levels. Common rating scales include numerical scales (e.g., 1-5), descriptive scales (e.g., below expectations, meets expectations, exceeds expectations), or customized scales tailored to specific criteria. There is a default scorecard in CodeLive, but you can always augment this with more customized rating scales.
- **Multiple Dimensions:** Consider evaluating candidates across multiple dimensions, such as technical skills, problem-solving abilities, communication, teamwork, and cultural fit. Assign weights to different dimensions based on their relative importance to the role.
- **Consistency and Calibration:** Promote consistency in scoring by conducting calibration exercises or discussions with fellow interviewers. Ensure that all interviewers have a shared understanding of the scoring criteria and apply them consistently across candidates. Consider pooling insights, sharing perspectives, and considering diverse viewpoints before making final decisions.
- **Focus on the Evidence:** Relying heavily on the notes you took, base your scoring on objective observations and evidence from the interview. Focus on tangible aspects, such as the quality of code, problem-solving approach, technical knowledge demonstrated, or communication skills displayed.
- **Document Your Rationale:** Document the rationale behind your scores and decisions to maintain transparency and provide a clear record of your

evaluation process. This is especially useful for sharing insights with hiring managers or for future reference during debriefings.

- **Continuous Improvement:** Regularly review and refine your scoring criteria and processes based on feedback, candidate performance trends, and evolving industry standards. Strive for ongoing improvement to enhance the accuracy and effectiveness of your evaluations.

By adhering to these best practices, you can ensure fair, consistent, and objective scoring of technical interviews. In turn, this enables accurate assessments of candidate performance, supports data-driven decision-making, and enhances the overall effectiveness of the interview process.

Conclusion

In this guide, we have explored evidence-based best practices for conducting technical interviews. These practices are rooted in research, industry standards, and empirical data to ensure fairness, accuracy, and effectiveness when evaluating candidates. We discussed the importance of evidence-based interviewing, formatting and preparing for interviews, tools and techniques to use during the interview, and ways to promote fairness and accuracy when evaluating candidate performance. As you gain experience and insights as an interviewer, we encourage you to annotate this guide based on your specific observations, lessons learned, and goals moving forward.

When conducted well, the technical interview is one of the most powerful tools for predicting job performance and fit with the organization and role. As an interviewer in this process, you have the opportunity and responsibility to play a fundamental role in shaping interview effectiveness and the success of the hiring process.

Contact Us

Codility's team of I/O psychologists has decades of experience designing, developing, and implementing evidence-based technical interviewing strategies. They offer our customers additional support for running high-quality interview programs such as interview design based on specific job requirements, interviewer training and calibration, custom structured interview question and scoring protocol development, interview validation, and more. Reach out for more information on these professional services at iopsych@codility.com.