

# Designing an Outcome-based Hiring Process

Anthony Louis

# My experience in Hiring

**Beacon.**

FRESHLY<sup>®</sup>



# What is outcomes-based hiring?

Outcome based hiring is a methodology that uses structured interviewing to reduce bias and improve the validity of an interview process



# What are the steps to take from the time you decide to open a spec, to when you choose a person to hire?

1

**Budget and headcount plan**

2

**Role scoping**

3

**Create a scorecard and interview plan**

4

**Kickoff meeting to align the entire interview team**

5

**Evaluate candidates**

6

**Debrief and take next steps**

# What is a scorecard?

## Your internal recruiting tool to map out a role

- Team alignment
- Interview evaluation criteria
- Onboarding, 1-1s, performance feedback and reviews etc.

<b>Mission</b>	High level mandate (tied to corporate KRs)
<b>Outcomes</b>	What must get done (versus what a person is <i>doing</i> )
<b>Competencies</b>	How to operate (role specific, technical, cultural)

# What is an interview plan?

## Your roadmap for the interview process

- Strategy & Structure
- Data collection
- Roles and responsibilities



# Sample Interview Plan - Head of People

Focus Area	Competencies	Questions	Interviewer
<b>‘Experience building an employee experience strategy’</b>	Intellectual Horsepower	Would you mind sharing a time when you had to develop an employee experience program? Step-by-step. How did you measure success?	<ul style="list-style-type: none"><li>• John Smith</li></ul>
<b>‘Ability to build and scale a recruiting team’</b>	Emotional Intelligence, Ability to manage a team	What was the toughest challenge in building our team? What would you have done differently? Why?	<ul style="list-style-type: none"><li>• Jane Doe</li><li>• Jane Smith</li></ul>
<b>‘Ability to work across a myriad of stakeholders to achieve outcomes’</b>	Adaptability, Communication	Tell me about a time when you wouldn’t compromise on achieving an outcome when others felt something was already good enough.	<ul style="list-style-type: none"><li>• John Doe</li></ul>

# How do you develop good interview questions?

Outcome	Competencies	Questions
'Develop new complex UI components from scratch'	Intellectual Horsepower, Proactive	Share a time when you gained new knowledge or ideas and applied them in the workplace. What results did you achieve?
'Integrate yourself into the initiatives for new feature development, as well as maintenance of existing features'	High Standards, Communication	Tell me about a time when you wouldn't compromise on achieving a great outcome when others felt something was already good enough.
Work with the designer in implementing UI components that have the states that align with design goals	Technical & Functional Ability, Attention to Detail	Can you describe your workflow when you create a web page?



# What are different types of bias to be aware of?

## Affinity Bias

“She worked at Facebook so push her through”

## Referral Bias

“That’s Jack’s friend, old colleague, we should fast track her”

## Saliency Bias

“She’s great, but she doesn’t have any startup experience at all”

## Stereotyping

“I like him, but he’s a bit too old. Think he can hustle?”

## Group Think

When everyone defers to someone based on seniority or influence, not necessarily their own interview experience.

# How can you limit bias during the interview?

**Avoid leading questions**



**Use an Anchored Rating Scale**



**Share interview questions ahead of time**



# How can you reduce bias in interview feedback?



**Collect blinded feedback in advance of discussions**

## Use Structured Feedback



“I don’t think he did as well as our other candidate, Jack”

“She sounded great! Definitely what we need!”

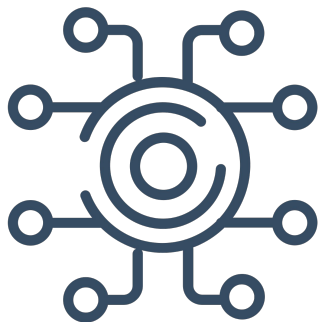
“I didn’t like them much”



“Based on our scorecard, I would give them 4 out of 5 on *Intellectual Horsepower*. They explained their role in creating the dashboard, the problem it solved, and how it impacted the business very well.”

# What are the most important pieces to get right?

**Start using  
outcomes-based hiring  
and using a scorecard**



**Plan and operate with talent  
as a core function**



# Questions

Email: [Anthony@beacontalent.io](mailto:Anthony@beacontalent.io)

Website: <http://beacontalent.io/>