The Interview Maturity Model

BrightHire

	● Reactive Each check equals **–1 points**	**● Proactive** Each check equals **+1 points**	**● Strategic** Each check equals **+3 points**
Planning & Structure	☐ Hiring teams "wing it" and think, "We won't know what we're looking for until we see it" ☐ Hiring criteria and interview plans frequently change mid-search ☐ Planning is driven by individual hiring managers and differs across teams and functions	☐ Hiring teams consistently define clear competencies and desired outcomes for new hires ☐ Interviewers are given clear guidance on topics to cover and questions to ask ☐ Hiring teams partner with TA to design interview loops and panels	☐ TA leads a "pre-brief" with hiring managers and interviewers to align on roles and responsibilities ☐ TA consults on hiring criteria to ensure they aren't overly narrow and allow for non-traditional candidates to be successful ☐ Tech assists hiring teams in running structured, repeatable, data-driven interviews
Interviewer Training	☐ Interviewers often start interviewing before being trained ☐ Interview training covers the basic do's and don'ts ☐ Interview training is developed entirely by TA, without collaboration from the business	☐ Interviewers must complete training before being put in an interview loop ☐ Training goes beyond the basics to include topics like interview methods (e.g., STAR) and tactics to deliver a great candidate experience ☐ One-off training is complemented by shadowing and reverse shadowing	☐ Interviewers get training that is specific to the role(s) they are interviewing for ☐ Interviewers get personalized coaching to help continuously level up their skills ☐ TA analyzes interview data to identify who needs training, and what topics to train on
Screening & Interviewing	☐ Recruiters cover the basics and don't screen confidently on role-specific criteria ☐ Recruiters give inconsistent answers to candidate questions and often defer to hiring managers ☐ Hiring teams run screens without codifying specific knock-out criteria	☐ Recruiters and interviewers ask substantive questions and accurately assess a candidate's skill level (e.g., novice, experienced, etc.) ☐ Hiring teams understand and can articulate the business needs driving the open position ☐ Hiring teams confidently answer tough candidate questions and sell effectively	☐ Hiring teams help candidates gain the knowledge needed to assess company fit ☐ Hiring teams use data from previous candidates and hires to predict successful candidates earlier in the funnel ☐ Recruiter screens are dynamically adjusted according to the outcomes of pre-screen assessments
Candidate Care	☐ Candidates often have to take initiative to have recruiters clarify next steps and timelines ☐ Recruiters only engage the top 2% of candidates; many are ghosted ☐ Hiring teams are focused on "filling butts in seats" versus providing candidate care	☐ Recruiters build relationships with candidates, help with interview prep, and share feedback at every step ☐ Candidates are proactively moved to better-fit roles without having to re-interview ☐ Candidates get concrete feedback on why they were or weren't a fit for the role	☐ TA leads with data to influence NPS and candidate experience ☐ Candidates benefit from the interview experience even if they don't get the role ☐ TA leaders establish SLAs for turnaround times and the total time of the end-to-end process
Calibration	☐ There's no formal alignment going into interviews on what the hiring bar looks like ☐ Interviewers offer judgments ("strong hire") without providing specific, objective backing ☐ Senior leaders remain involved in interview loops as a check to ensure calibration	☐ TA and hiring managers have codified clear definitions for what "great" looks like ☐ Interviewers consistently score candidates against defined rubrics ☐ TA has established a recalibration process and uses it consistently when searches get stuck	☐ Rubrics are designed to be inclusive of "great" candidates with non-traditional backgrounds ☐ TA reviews hiring outcomes to recalibrate assessment rubrics and selection criteria ☐ TA understands the skills, mindsets, and experiences that are important for the company as a whole versus just for the role
Debriefs & Decision-Making	☐ There's no formal decision-making or debrief process ☐ There's no clear process for getting feedback, and responses must be chased down ☐ Hiring managers are empowered to delay decisions, ask to see more candidates, and put candidates through "just a couple more interviews"	☐ TA has defined a process for debriefs and decision-making ☐ Recruiters ensure concrete evidence is used to support decision-making ☐ Candidates are scored against hiring criteria; decision-making is not entirely qualitative	☐ Tech is used to understand quality of hire and continuously improve hiring decisions ☐ Pre-briefs, debriefs, and 90-day check-ins are held to assess hiring successes and mistakes, and inform future interview design ☐ TA consistently reviews candidate quality data to improve decision-making
Closing	☐ There are no defined strategies for closing and negotiating with candidates ☐ Hiring managers and recruiters don't see eye to eye on comp, titles, and benefits ☐ Hiring managers often request and are granted exceptions to offer guidelines	☐ Recruiters and hiring managers know and respect their closing roles and responsibilities ☐ Recruiters identify motivations and comp expectations and sell the company at every step ☐ TA leaders teach recruiters defined closing and negotiation strategies	☐ TA designs battle cards and strategies to close candidates against top competitors ☐ TA partners with the People team to ensure existing employees get fair pay ☐ Recruiters use a closing strategy with multiple levers (e.g., collateral and stakeholders/influencers)
Data	☐ There's little to no data on interviewers, interview dynamics, or candidate experience ☐ TA has limited ability to analyze interview feedback completion and content ☐ TA does not track data on hiring outcomes	☐ TA reviews data to understand which hiring managers get interviews right (or wrong) ☐ Some functions, maybe not all, are tracking measures related to quality of hire ☐ Tech is used to gain visibility into interviews and access interview data	☐ There's a sophisticated process for tracking hiring data and using it to quality control the interview process ☐ TA leaders re-evaluate the hiring process after terminations, performance reviews, and resignations ☐ Quality of hire is systematically measured and tied back to key inputs, like interviewer performance

Tally up your score:

Reactive	Proactive	Strategic	Total Score

Pick one area you're focused on now. What are you doing well? Where is there room for improvement?

Write down 3 steps your team can take to advance to the next level of interview maturity.

Access more resources to help you level up your interview process.

Planning & Structure

[Template: Building a Comprehensive Interview Guide](#)

Interviewer Training

[Template: Interviewer Training Deck & Facilitation Guide](#)

Screening & Interviewing

[eBook: Hiring Strategies from the World's Best Interviewers](#)

Candidate Care

[5 Strategies to Boost Candidate Experience](#)

Calibration

[Webinar: Secrets to Aligning Talent Acquisition & Engineering Teams](#)

Closing

[eBook: A Recruiter's Guide to Difficult Conversations](#)

Debriefs & Decision-Making

[Template: Guide to Productive Debriefs](#)

Data

[How to Measure and Improve Quality of Hire](#)

The Interview Maturity Model is developed in partnership with leaders who have led teams at: