Textio

Interview Feedback *in 2025*

VIBE HIRING, PERSONALITY PREFERENCES, AND CANDIDATE EXPECTATIONS

Key findings

It is well-established that performance feedback in the workplace is filled with problems that lead top performers to quit. This year, Textio added a new dimension to the story by analyzing the feedback that hiring teams write about candidates during the interview process. We found that people make hiring decisions based on likability, and candidates who receive offers are far more likely to be described by their personality. When you zoom out, low-quality feedback in these pivotal career moments makes it harder and more costly for companies to hire and retain top talent.

We document more feedback when we're saying no

- Interviewers write **39% more feedback** when the candidate is **not getting an offer**
- Interviewers write **17% more feedback about women** than men—even though women are also more likely to have no documented feedback at all

We are more likely to say yes when we like someone

- Candidates who receive offers are far more likely to be described using **personality feedback**
  - 12x more likely to be described as having a **great personality**
  - 5x more likely to be described as **friendly**
  - 4x more like to be described as having **great energy**
- Men are described as **level-headed** 7.5x more and **confident** 7x more than women in interviews
- Women are described as **bubbly** 25x more and **pleasant** 11x more than men in interviews

Candidates rarely get feedback about their interview performance, but those who do perform better

- Candidates with offers are **more likely to get feedback** than those who are rejected
- 84% of candidates who were **rejected never got any feedback** on their interviews
- **Men with job offers** are 56% more likely to say they get feedback than women and non-binary people
- **White candidates with offers** are 2-3x more likely than Latino and Black candidates to report sometimes or often getting feedback

Most people know when they're going to get the job

- **81%** of people say they can **predict whether they'll get a job offer**—even without feedback
- **Men** are more confident in predicting potential job offers than women
- **Candidates over 40** are more confident in predicting potential job offers than younger workers
- People who've received interview feedback before are **more confident** predicting future outcomes

Feedback starts before you're even hired

For the last several years, we at Textio have published annual research about performance feedback at work. This year we are going upstream of on-the-job performance feedback and adding a new dimension to the story. This time, we are looking at the feedback that hiring teams provide about candidates during the interview process.

As we will see, there are numerous parallels between workplace performance feedback and interview feedback:

- Both performance reviews and interview assessments are riddled with irrelevant and often inappropriate feedback about a person's personality rather than their skills
- Managers often make hiring decisions and performance evaluations based on vibes rather than concrete performance examples
- Interviewers and managers both fail to provide the kind of direct feedback that can help candidates and employees succeed

This year's research dives into interview feedback from two angles:

- **Feedback provided *about* candidates:** First, we dive into the documented interview assessments for more than 3,900 candidates across 10,377 different interviews. We analyze these written records to understand what kind of feedback informs the hiring decisions that leaders make.
- **Feedback provided *to* candidates:** Second, we survey 1,100 candidates about their interview experiences over the last three years. We analyze their responses to understand what kind of feedback is provided to candidates about their interview performance.

Before we dive into this year's research on both kinds of interview feedback, let's briefly review some relevant insights about workplace performance from Textio's previous research to set the stage.

Your highest performers get the lowest quality feedback, and that's why they quit

Over the last three years, we have analyzed written feedback received by more than 100,000 workers across a wide range of company sizes and industries. The most surprising insight from all the previous research is that an organization's highest performers receive the lowest quality feedback. This isn't just happening at one or two companies. It is true at every organization we've analyzed.

Management teams and HR professionals aim to build systems where all employees can succeed, but it's fair to say that high performers get particular attention. High performers are the employees that produce consistently high-quality work and improve team culture. They are typically recognized with higher performance assessment scores and earn promotions faster than their peers.

On average, organizations recognize 5-15% of their employees as high performers. According to HR Dive, these employees are several times more productive than their peers. In the study cited, in an organization where 10% of employees are high performers, those 10% of high-performing employees produce more than 60% of the work of the entire team.

A study by Herman Aguinis and Ernest O'Boyle, Jr. from Indiana University found that high performers can deliver 400% more productivity than the average performer. These results were replicated across a wide variety of professional settings. The researchers looked at the performance of more than 600,000 individuals across industries, job types, performance assessment systems, and time horizons. Regardless of setting, high performers delivered highly disproportionate value to their teams.

It is no surprise, then, that organizations want to retain these employees. It's not always easy to do so. In a study led by Rice University Professor Jing Zhou and several co-authors, researchers found that a full 30% of top corporate employees leave their firms within one year. This is devastating for any organization.

Given the importance of top performers to business performance, it is unfortunate that they get so little developmental feedback. Writing in *Harvard Business Review*, Karie Willyerd shares that one in five high-performers intends to leave their jobs within six months. Willyerd writes, "Fifty percent of high performers say they expect at least a monthly sit down with their managers, but only 53% say their manager delivers on their feedback expectations."

This data is truly shocking: only about half of the high performers in Willyerd's study have a monthly 1-1 with their manager. Asking a manager to meet monthly with an employee is a pretty low bar, yet nearly half of the managers in this study aren't even clearing it. It's not surprising that so many of the high performers choose to find work elsewhere.

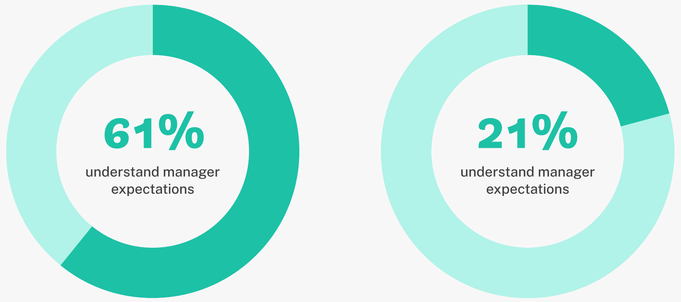
Written feedback is no better. Performance reviews for top performers are 1.5x longer than everyone else's, but more feedback does not mean better feedback. In fact, feedback for top performers includes more commentary about their personalities, more feedback that is generic and exaggerated, and fewer specific examples and actionable suggestions for improvement.

Managers tend to assume that top performers already know they're doing well, so they default to vague praise: "Great work," "Keep it up," "You're a rockstar." Sounds positive, but it's not useful. Without concrete insights into how they can grow, high performers hit a ceiling. They stop feeling challenged, and they start looking elsewhere.

In 2023, we published data showing that people who get low-quality feedback are 63% more likely than their peers to leave their jobs within a year. What's more, the majority of people planning to stay with their current employer understand what's expected of them, contrasted with only 21% of people planning to look for a job. (Figure 1)

FIGURE 1

High-quality feedback makes your team want to stay



People planning to stay with their current employer

People planning to leave their current employer within a year

This is true for all employees, not just top performers. But when your top performers leave, it has outsize impact on your business. The only way to safeguard against this is to provide feedback that avoids fixed-mindset and personality stereotypes, and is instead grounded in specific work behaviors and actionable examples. Unfortunately, even among high performers, some groups are more likely to get candid, high-quality feedback than others.

Some groups receive lower quality feedback than others, especially women

Going back several years, Textio has analyzed performance reviews and other written feedback received on the job. In every annual data set, the same patterns continue to emerge: women, Black and Latino workers, and workers over 40 receive the lowest quality feedback.

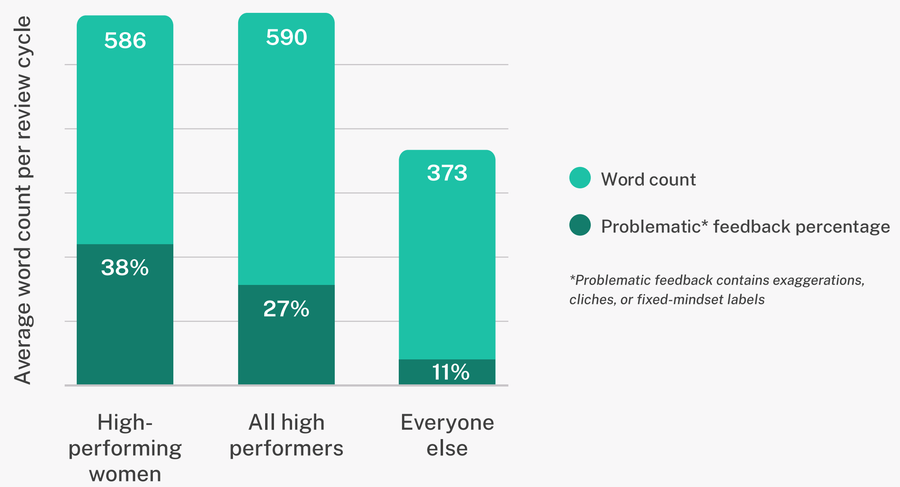
A few highlights:

- 83% of men say that they understand what's required to earn their next promotion—in contrast to 71% of women
- Compared to men, women are 7x more likely to report being described as "opinionated," and 11x more likely to report being described as "abrasive"
- Black women receive nearly 9x as much feedback that's not actionable compared to everyone else
- Black women are 4x more likely to be described as "overachievers" compared to everyone else; white and Asian men are 8.7x more likely to be called "brilliant"
- Men are called "ambitious" 2x more often than women; women are called "helpful" 2x more often than men

Across the board, 11% of the feedback received by all employees is problematic. Among high performers, the ratio is even higher, with 27% of their written feedback showing up as problematic. The situation is worst of all for high-performing women; 38% of the feedback written about high-performing women is problematic in some way. (Figure 2)

FIGURE 2

Your top performers get the lowest-quality feedback, and it's worst for high-performing women



Looking ahead to this year's analysis of interview feedback, there are a few takeaways from Textio's performance feedback research to bear in mind:

- The strongest performers get the lowest-quality feedback
- Top performers, especially top-performing women, are often praised for their personalities rather than their work achievements
- People who get high-quality, useful feedback are more likely to stick with their organizations
- Women get more problematic feedback than men

With that in mind, let's dive into interview feedback.

What hiring teams say in interview feedback

Documenting interview assessments can feel like a lot of extra work, right up until you need it. Then it's the difference between a fair, defensible hiring decision and a messy, unstructured process that opens your company up to risk.

Too many hiring teams rely on memory, gut instinct, or informal messages to capture what happened in an interview. Without written documentation, it's impossible to ensure consistency across candidates, make informed decisions, or even explain why one person was chosen over another.

There are several reasons hiring teams should document their candidate feedback:

- **It creates a fairer and more effective hiring process.** Hiring is one of the most important things a company does. But when you don't document interview feedback in a structured way, hiring decisions become inconsistent and subjective.
- **It reduces legal and compliance risk.** If your hiring process ever gets questioned, by a rejected candidate, by HR, or even in a legal setting, your notes are your best defense. A well-documented interview process shows that decisions were based on job-related criteria, not bias. Without that documentation, you're left with vague recollections and assumptions, which are much harder to defend.
- **It improves manager effectiveness.** Documenting interview assessments might seem like an isolated hiring task, but in reality, it's a fundamental people management skill. The same practices that make for fair, structured hiring also make for better performance reviews, stronger feedback loops, and smarter team development.

Given the above, it's short-sighted when leaders make hiring decisions without documenting their candidate assessments in any way. But even when teams do document candidate feedback, quality is a mixed bag.

In 2021, Liu et al. published a groundbreaking study showing a causal relationship between the contents and structure of interview documentation and the eventual quality of hire. Working with Tencent, several academics analyzed written assessments for 7,650 interview candidates who passed their interviews and joined the company. When interviewers explicitly document their assessment of candidate performance against job-related capabilities, the eventual hire performs better on the job.

Furthermore, this effect increases as more job-related capabilities are included in the interviewer's documented assessment. High-quality interview documentation predicts on-the-job performance, but it goes even further. Candidates who are hired based on high-quality, documented interview assessments are also more likely to be in the organization three years later.

In other words, when hiring teams take the time to document clear skills assessments in their interview feedback, they make better hires.

DATA SET #1

10,377 documented interview assessments across more than 3,900 candidates

For this year's research, Textio partnered with a number of customers who wanted to find patterns in their own interview feedback. For this report, we are focusing on a broad data set containing interview assessments for nearly 4,000 candidates. The data set includes candidates interviewing for a wide range of roles across several different organizations, supported by a shared recruiting firm.

We approached this data set with several questions:

Is there a difference in assessment quality between candidates who receive offers and those who are rejected?
We expected that the candidates who get offers would have assessments that are more positive in sentiment, and they did. However, we were interested in potential differences in assessment quality, regardless of sentiment.

- Textio's previous research on workplace performance feedback showed that the highest performers have the lowest quality feedback. We wondered if we would see a similar effect in interview feedback, where the candidates who perform the best receive the lowest quality assessments.

Do interview assessments more often comment on a candidate's skills or their personality?
The data from Liu et al. shows that skills-based assessments are critical in making hires who do well on the job.

- However, we know from Textio's prior research that many managers rely heavily on personality feedback even in formal performance reviews. We wanted to know whether interviewers focus on skills or are unduly swayed by candidate personality and charisma.

Do candidates from some groups get lower-quality assessments than others?
We wanted to know whether the same patterns we've seen in performance feedback showed up in candidate feedback.

- Many years of Textio research on performance feedback show that women, Black and Latino workers, and workers over 40 get lower-quality feedback on the job, even if they are top performers.

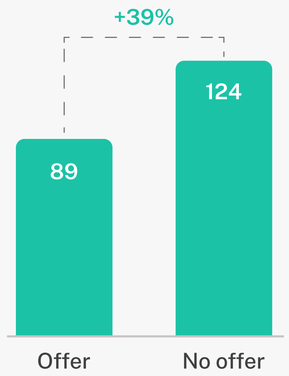
Here's what we found.

Hiring teams document more feedback for no-hire candidates

Across all interviewers, candidates, roles, and organizations, interviewers write 39% more feedback in their assessment when the candidate is not getting an offer. In other words, interviewers work harder to justify their No Hire decisions than to explain Hires. (Figure 3)

FIGURE 3

Interviewers write 39% more feedback about the candidates they reject

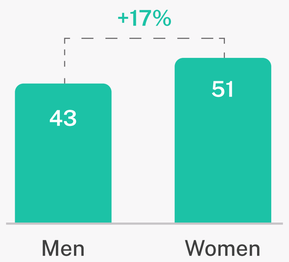


Average word count of written candidate feedback in the candidate's final round

Interviewers write a lot more feedback for their No Hire decisions independent of other factors like interviewer style or role type. This makes it all the more striking that on average, interviewers write 17% more feedback about women than they do about men. This is true even though women candidates are also more likely to have no documented interview feedback whatsoever. (Figure 4)

FIGURE 4

Across all rounds of interviewing, interviewers write 17% more feedback about women than men



Average word count of written candidate feedback in the candidate's final round

These are not small differences. What is happening here?

Interviewers often reject candidates based on an unarticulated instinct and then over-explain to make their decision sound objective. "Something just felt off" isn't a valid reason to withhold a job offer, so interviewers write more words to justify their decision. This is especially likely to happen in cases where hiring criteria are poorly defined. In these cases, interviewers write longer No Hire assessments because they're unsure what the actual bar is. Instead of applying a clear rubric, they list a dozen small reasons why a candidate isn't a fit, often inconsistently across candidates.

Managers are more likely to hire candidates they like

Just as the highest performers at work get the lowest quality feedback in their performance reviews, the highest performing candidates get the lowest quality assessments. In particular, candidates who end up receiving job offers at the end of their process have a much higher density of personality feedback in their documented interview assessments. More than a third of interviewers have commented on a candidate's personality by the time the candidate receives a job offer. (Figure 5)

FIGURE 5

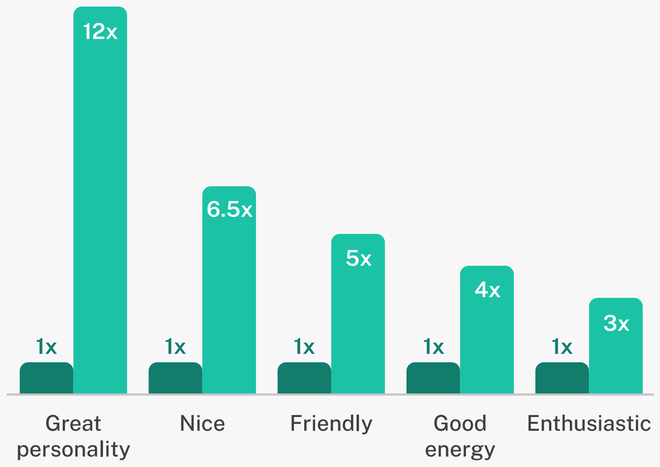
More than a third of interviewers have commented on a candidate's personality by the time the candidate receives a job offer

In other words, managers are more likely to hire people they like. On its own, this is not particularly surprising. But the fact that personality commentary makes its way into written interview assessments is highly problematic, since this commentary is not typically relevant to the candidate's ability to do their job.

Candidates who receive offers at the end of their interview process are 4x more likely to be described as having "great energy," 5x more likely to be called "friendly," and 12x more likely to be described as having a "great personality." (Figure 6)

FIGURE 6

A candidate with an offer is 6.5x more likely to be described as "nice" than a candidate who is rejected



Usage of personality descriptors in interview feedback: no offer vs offer

No offer Offer

Even when it's not directly relevant, we tend to give positive personality feedback for candidates that we hire because it feels good to justify our gut feeling with something that feels like a formal assessment. Describing your preferred candidate with language like "super sharp, great energy, would be fun to work with" makes your decision feel even more right.

Men and women get different kinds of personality feedback

Our data set of written interview assessments did not contain metadata about candidate race and age, but we have robust data about candidate gender. It's bad enough that personality feedback contributes to low-quality hires. The interview feedback data set also reflects the patterns we've seen in prior research about personality feedback in performance reviews. In both performance reviews and documented interview assessments, men and women are described with clear and distinct personality language.

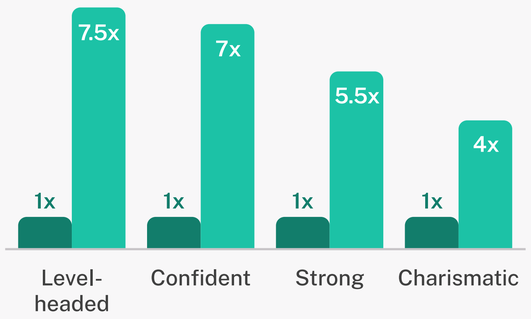
Even when we look only at the nominally positive assessments written about the candidates who are receiving offers, men and women are described differently. For instance, women are more likely to be described as "nice," "pleasant," "polite," and "bubbly." Men are more likely to be described as "confident," "level-headed," "strong," and "charismatic." (Figure 7, page 11)

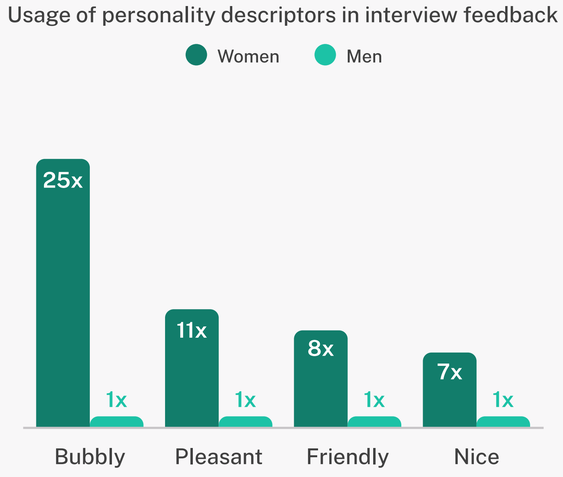
The scope of these differences is astounding. Men are 7x more likely to be described as "confident" and 7.5x more likely to be described as "level-headed." By contrast, women are 11x more likely to be described as "pleasant" and a whopping 25x more likely to be described as "bubbly."

Like top performers on the job, especially top-performing women, strong interview candidates are often praised for their personalities rather than their professional skills. By default, interviewers sort candidates into buckets that are highly stereotyped by gender. This is often based on an hour or less of direct interaction, in a context that is purportedly about assessing job-related skills.

FIGURE 7

Men and women get different kinds of personality feedback





The bottom line: These documented interview assessments across over 10,000 interviews show many of the same patterns as written performance reviews:

- The strongest candidates get the least detailed feedback overall
- Interview assessments for candidates who get job offers comment more on candidate personality than job skills, even though prior research shows that hires perform much better on the job when their interview assessments have explicitly assessed their job skills
- Women are particularly likely to have personality feedback show up in their interview assessments
- Women are described as “bubbly” and “pleasant,” while men are described as “level-headed” and “confident”

Now that we’ve looked at the documentation interviewers provide about candidates, let’s turn to the feedback that is (or is not) provided to candidates about their interview performance.

DATA SET #2

1,100 candidates share the feedback they’ve received

A large body of research demonstrates convincingly that, when candidates get feedback about their interview performance, they perform better in the next interview. For instance, Kate Williams of Clemson University analyzes the interview performance across four study groups:

- The first group did no practice before interview
- The second group did a practice interview ahead of the real thing
- The third group did a practice interview and subsequently provided a self-assessment about their own performance
- The fourth group did a practice interview and received structured feedback from an expert

Williams's study isolates the effects of practice and feedback. Unsurprisingly, Williams finds that the more practice someone gets, the better they perform. But practice alone doesn't help candidates nearly as much as getting feedback along the way. The fourth group far outperformed all the others in later interview tasks.

The interesting part of this study is not that feedback improves performance, but why. Williams had participants do an anxiety assessment before and after each interview in the study. The group that had received expert feedback in their practice sessions was significantly less anxious both before and after the final interview. Getting feedback made candidates less anxious and more confident, which in turn helped them perform better.

These findings have been replicated in numerous other studies. For example, researchers at the University of Bologna showed that feedback in practice interviews made candidates more confident and improved performance in later interviews.

Given how much feedback improves interview performance, it's noteworthy that candidates do not typically receive it. Most employers don't provide interview performance feedback because they see more risk than reward. The biggest fear is legal liability, as hiring teams worry that feedback could be misinterpreted as discrimination or bias.

Even without legal concerns, feedback takes time, and most companies do not prioritize it. Most hiring teams are not trained to deliver useful, constructive feedback, so they avoid it altogether. Regardless of what the research shows, many hiring teams simply want to avoid the discomfort of telling a candidate why they were not chosen.

But once in a while, candidates do get feedback about their interview performance. We surveyed 1,100 people who have interviewed for jobs in the last three years to hear their experience.

Here's what we found.

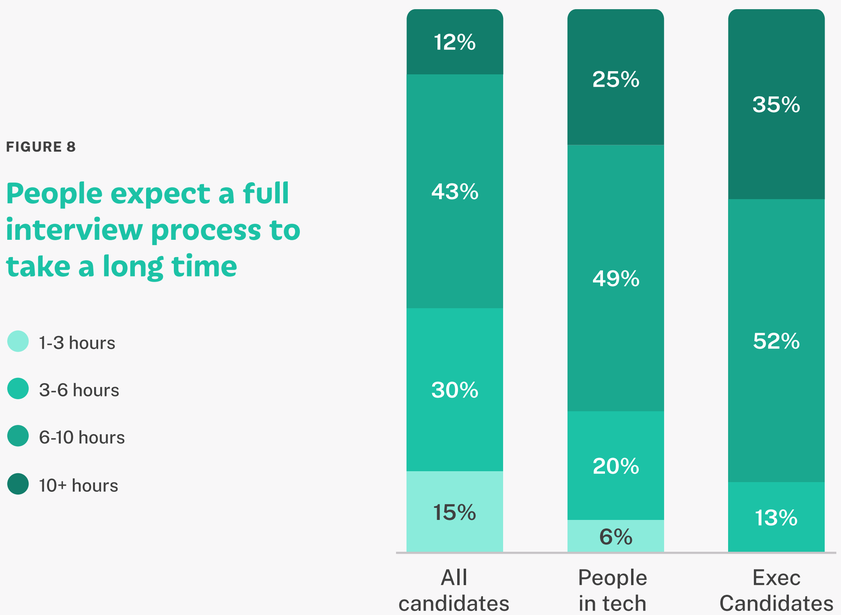
People spend a lot of time on interviews

It's one thing to spend a half hour in a recruiter screen and then receive a brief "thanks but no thanks" email. But by the time a candidate has spent multiple hours with a team, they expect something a little more meaningful. The more time candidates spend on an interview process, the more they expect to get at least some feedback about their performance.

When candidates complete a full interview process, they expect to spend a lot of time. 55% of people expect to spend more than seven hours with the interview team if they complete a whole process. 12% of people expect to spend more than ten hours. (Figure 8)

FIGURE 8

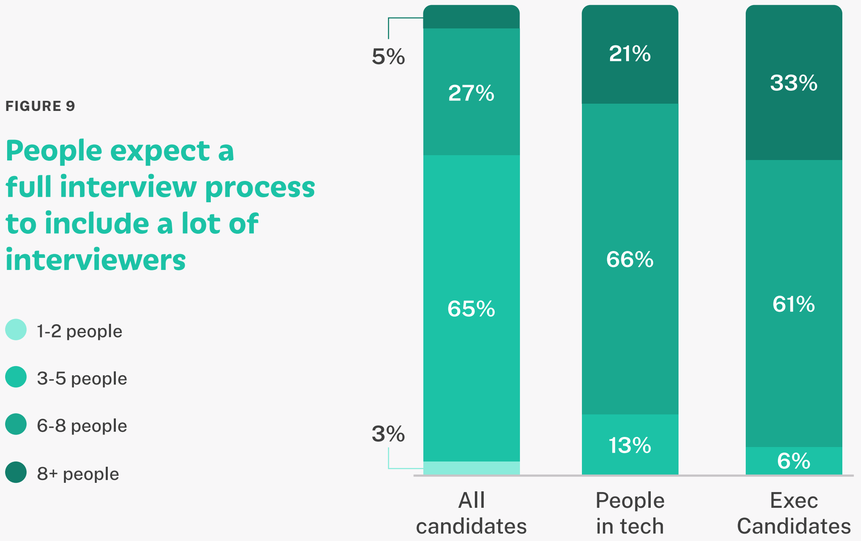
People expect a full interview process to take a long time



Expected interview process length

FIGURE 9

People expect a full interview process to include a lot of interviewers



Expected interview panel size

These numbers are even higher in some segments. When candidates work in tech, 74% of them expect to spend more than seven hours with the hiring team during a complete interview process. When candidates are interviewing for executive roles in any industry, 87% of them expect to spend more than seven hours with the hiring team.

In addition to spending a lot of time on an interview process, candidates also expect to meet several members of the hiring team. 42% of survey respondents expect to meet at least six members of the hiring team if they complete an entire process. Again, this is even higher for tech interviews, where 87% of respondents expect to meet at least six interviewers, and especially for exec roles, where 94% of respondents expect to meet at least six interviewers. (Figure 9)

All this is to say that, in a complete interview process, candidates expect to spend a lot of time interviewing and meeting several people. That means there's a lot of potential surface area from which candidates might reasonably expect some feedback.

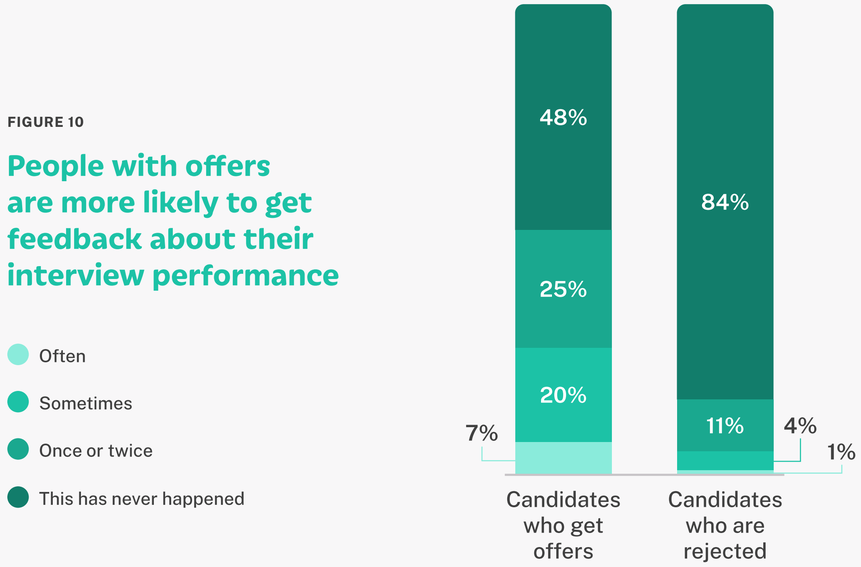
Unfortunately, they rarely receive it.

People are more likely to get feedback about their interview when they get a job offer

We asked survey respondents how often they have received feedback from hiring teams after wrapping up the process. Unsurprisingly, candidates who are rejected do not get much feedback, with 84% of respondents saying they have never gotten interview feedback when they don't get the job offer. (Figure 10)

FIGURE 10

People with offers are more likely to get feedback about their interview performance



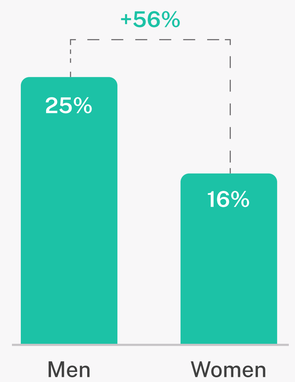
Frequency of post-interview feedback

Even for candidates receiving job offers, interview feedback is rarely provided. Only 23% of people say they “sometimes” or “often” get feedback when they get a job offer.

However, within this group of people getting job offers, some candidates are more likely to get feedback than others. 25% of men say that they “sometimes” or “often” get feedback, contrasted with just 16% of women and non-binary people. (Figure 11)

FIGURE 11

Men get more feedback about their interview performance

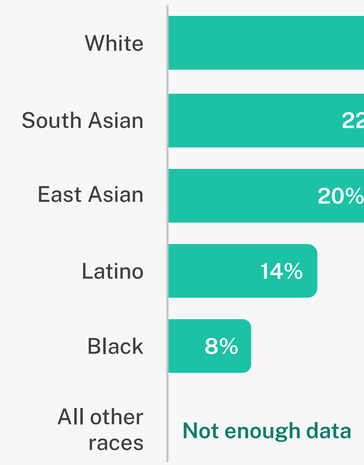


Candidates who “sometimes” or “often” get feedback

Survey respondents report even bigger differences based on race and ethnicity. Among candidates who get job offers, 29% of white people say they “sometimes” or “often” get feedback, compared with just 14% of Latino people and 8% of Black people. (Figure 12)

FIGURE 12

White and Asian candidates get more feedback about their interview performance



Candidates who “sometimes” or “often” get feedback

This data closely aligns with the trends in Textio’s previous research on performance feedback, where women and Black and Latino workers get lower quality feedback than their peers. Like managers on the job, hiring teams may hesitate to give direct feedback to these candidates for fear of being perceived as unfair or biased, which results in them saying nothing at all.

The research shows that feedback is essential for improving interview performance, so groups that get less feedback have less chance to improve. In other words, when women and Black and Latino workers get less feedback than their peers, they are at a greater disadvantage in future interviews. Without clear guidance on what to improve, the cycle repeats, making it that much harder to land the next opportunity.

Most people say they can predict whether they will get a job offer

81% of survey respondents say they can predict whether they will get a job offer at the end of their interview process at least some of the time, even when they don't get feedback from the hiring team. Only 20% of respondents say that they can't tell at all. (Figure 13)

FIGURE 13

Most people say they can predict job offers or rejections

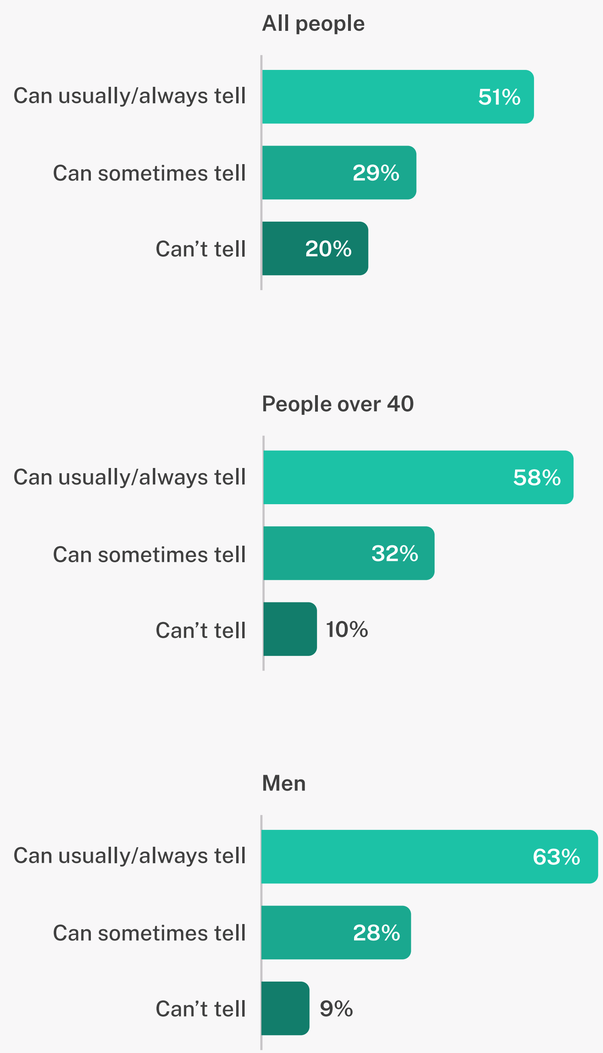
How often can you predict whether you will receive a job offer?

Men are more confident than women that they can predict potential job offers. Interestingly, candidates who are over 40 also say they can predict potential job offers more often than younger workers. Perhaps that's life experience in action. (Figure 14)

FIGURE 14

Some groups are more confident in their offer predictions than others

How often can you predict whether you will receive a job offer?



People who have gotten feedback on prior interviews are more likely to predict job offers from future interviews

One reason men may be more confident than women in predicting potential job offers is that men historically get more feedback about their interview performance. After all, getting more feedback makes you more confident not just in your interview skills, but also in assessing your subsequent performance.

This theory bears out in the data. Among respondents who have “sometimes” or “often” received feedback on their prior interview performance, 61% say they can “usually” or “always” tell whether a job offer is coming. That’s ten points higher than the baseline. (Figure 15)

People who have gotten feedback on past interviews are better at predicting future job offers because they have real data on what works and what doesn’t. When candidates get specific input, they learn how their skills, communication, and presence are perceived. That knowledge builds confidence and helps them assess how they performed in future interviews. Without feedback, people are left guessing. Those who consistently get feedback refine their approach over time, making them more accurate in predicting hiring outcomes.

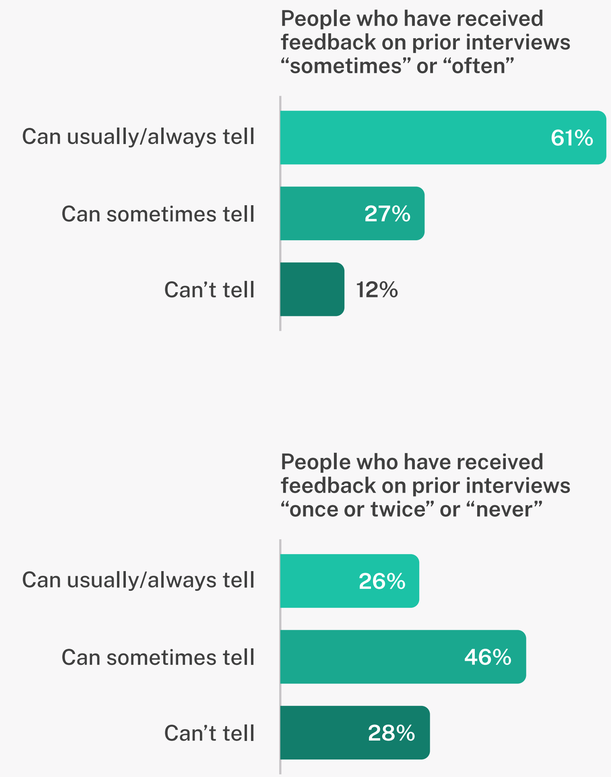
The bottom line: The survey data and associated research show many of the same patterns we have seen in prior work:

- Candidates are prepared to spend a lot of time interviewing, but the more time they put in, the more feedback they expect
- Getting feedback materially helps candidates perform better in future interviews, but most candidates don’t get feedback about their interview performance (even if they’re getting a job offer)
- People who have gotten feedback on past interviews are better at predicting future job offers
- Women and Black and Latino candidates get less feedback than everyone else

FIGURE 15

People who have gotten feedback on prior interviews are more confident in predicting future job offers

How often can you predict whether you will receive a job offer?



What talent leaders need to know

Hiring decisions are often based on vibes, not skills

Hiring decisions are often based more on vibes than on structured assessments of skills and experience. Even when interviewers think they are being objective, personality-driven feedback sneaks in. Candidates are often described as “confident,” “likable,” or “a great culture fit,” but those are vague and subjective impressions, not real performance measures. Worse, personality-based feedback often reinforces gender stereotypes. When women receive positive feedback in interviews, it tends to focus on warmth and collaboration, while men are more likely to be praised for leadership and decisiveness.

Structured interviews lead to improved quality of hire

Hiring based on vibes is common practice despite strong evidence that structured interviewed assessments work better. In the Tencent study, hiring managers who document structured, skills-based feedback made better hiring decisions, leading to stronger performance from the people they brought on. When hiring teams assess candidates against clear, job-relevant criteria, they are more likely to make decisions that truly reflect ability rather than unconscious preferences.

Transparent interview feedback improves the candidate experience

Most candidates never get feedback on their interview performance, even though research shows that feedback helps them improve. Candidates who know what went well and what did not can refine their approach, address gaps, and grow more confident in predicting their own hiring outcomes. Without feedback, people are left guessing, often misattributing why they were or were not hired. Companies miss an opportunity to build goodwill with the candidates they do not hire, and the hiring process remains more opaque than it needs to be. If we want to improve hiring for both candidates and employers, we need to move away from gut-driven decision-making and toward structured, transparent processes that create better results for everyone.

Methodology

Survey methodology

In the Q1 2025, we surveyed working professionals about their experience interviewing for roles over the last three years. We asked participants both about their expectations going into interviews and about the feedback they received from interviewing teams as part of the hiring process. Our focus was to investigate whether a link existed between the hiring team's openness to provide direct feedback to a candidate and their eventual decision to hire or reject that candidate. In addition, we wanted to understand whether this link varied based on candidate gender, race, or age. Finally, we wanted to see whether candidates who had previously received interview feedback from hiring teams were more confident in predicting future job offers. Our final survey dataset includes 1,100 working professionals in the United States.

In order to isolate the impact of the factors above, we used propensity score to control for confounding variables and isolate the impact of receiving interviewer feedback on a respondent's eventual hire decision. The causal impact (Average Treatment Effect, or ATE) of receiving interview feedback was estimated using logistic regression, with propensity score included as a controlling feature.

Written interview assessments methodology

While our primary focus was on understanding how interview feedback patterns relate to hiring outcomes, we aimed to go a step further by analyzing objective characteristics of feedback and notes in interview forms. Specifically, we investigated how interviewers' written input varied across candidate gender and hiring decisions.

To conduct this analysis, we categorized client interview form submissions into two types:

- **Feedback**, which included text evaluating a candidate's suitability for the role, hiring recommendations, and related assessments.
- **Notes**, which captured verbatim responses from candidates, such as "He said he worked at BigCorp for 15 years." These were excluded from feedback-based analysis to prevent inflated false positives. However, the volume of notes was still examined separately.

We tested several hypotheses, including whether interviewers wrote different amounts of feedback or notes based on offer decisions and candidate gender, whether personality-based or example-lacking feedback was more common for candidates receiving offers, and whether scorecard values varied systematically by gender or offer decision.

To analyze text quantity, we employed a two-stage hurdle model, accounting for the highly zero-inflated nature of the data:

1. **Binary Model.** Predicting whether feedback or notes were written at all. A logistic regression model was used to assess the likelihood of any written input. While this approach was appropriate for feedback, there was no suitable, interpretable model for notes, so hurdle-stage hypotheses were not tested for notes.
2. **Word Count Model.** Examining the volume of text when feedback or notes were written. Given the approximate log-normal distribution of word counts, we used a linear regression model on log-transformed word count. Alternative modeling approaches were considered, but this method provided the best fit based on model assumption checks.

Both text quantity models included candidate gender, offer decision, interview stage, department, and an interaction term for offer and interview stage to account for potential variation in justification requirements across interview rounds.

To evaluate the likelihood of problematic feedback patterns (such as personality-based feedback or feedback lacking concrete examples), we created binary variables indicating the presence of these patterns and fit logistic regression models. The key predictor variables in these models were offer decision and candidate gender, with department included as a control variable.

Finally, scorecard distributions were analyzed using ordinal regression, given their ordered categorical nature. Because we lacked prior knowledge suggesting normality in the underlying latent variable (candidate “true score”), we opted for a logistic distribution, allowing for thicker tails in the error term. Offer decision and candidate gender were tested as predictors, while department was included as a control.

To account for multiple hypothesis testing, we applied the Benjamini-Hochberg procedure to control the False Discovery Rate, ensuring robust statistical inference across our models.

For more information or questions about Textio’s research, please reach out to us at **research@textio.com.**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