Giving serious thought to an upcoming interview and thoroughly preparing for it often mean the difference between success and failure in your job search. An employer typically spends approximately $5,000 to send a recruiter on a campus visit. A successful interview could win you another interview or even a job offer and would affirm the employer’s positive opinion of the McCombs School of Business. Unprepared job candidates could lose their own opportunity and discourage company recruiters from visiting McCombs in the future and thus limit the number of job openings available each subsequent recruiting season. The stakes are high, so it is extremely important that you prepare and practice for your interviews.

You may encounter a wide variety of interview formats. The BBA Career Services office (CBA 2.116) has multiple resources available for interview preparation, so stop by early in the job search process. BBA Career Services provides much of the information, advice, and direction you will need to prepare for any interview. You should attend interviewing workshops and schedule mock interviews with your BBA Career Coach. Researching a company is also a very important component to preparing for all interviews. Refer to the Company Research guide for more information.

### On-Campus Recruiting

The on-campus recruiting system (RecruitMcCombs) provides you with an excellent opportunity to interview with a variety of employers. Many companies come to campus to recruit each semester, and RecruitMcCombs gives you the chance to interact with them through workshops, career fairs, information sessions, and interviews. Refer to the RecruitMcCombs Quick Reference for more information about the system.

When “dropping your resume” (i.e., applying to a position) and scheduling interviews through RecruitMcCombs, you should contact only those companies that genuinely interest you. Do not use RecruitMcCombs for practice interviewing. Some students will go “click-crazy” and apply to all the positions for which they qualify, regardless of interest. This is irresponsible both to the companies with whom you have applied and to your peers who may be genuinely interested in those positions. If you apply for jobs that you would not take even if you got an offer, you may be stealing opportunities from your peers. Doing so is inconsiderate and unethical.

It is a wise idea to apply to 5-10 additional positions (not everything you qualify for) in case the positions you are most interested in do not work out. These applications should be companies for which you would still be interested in working. Remember that these positions might be someone else’s dream job, and it would be a shame to take that opportunity from someone. Thoroughly think through your decision to apply to a position. Meet with your Career Coach if you are having trouble determining whether you are applying to too many or too few positions.
McCombs Career Services Code of Ethics

Students are expected to represent both themselves and the school in a manner that demonstrates the highest standards of professionalism and integrity, which includes, but is not limited to, the guidelines for behavior described in the McCombs Career Services Code of Ethics. All students who use RecruitMcCombs must agree to follow this code. Refer to the **McCombs Career Services Code of Ethics** guide for more detailed information.

<table>
<thead>
<tr>
<th>McCombs Career Services Code of Ethics</th>
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<tbody>
<tr>
<td>1. Demonstrate professionalism in all recruiting activities and relationships</td>
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<tr>
<td>2. Represent yourself accurately and recruit with genuine intentions</td>
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<td>3. Honor all recruiting and employment commitments</td>
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**Compliance with the McCombs Career Services Code of Ethics is mandatory.** Compliance with the McCombs Career Services Code of Ethics allows students to continue to have access to all McCombs recruiting privileges, including access to the on-campus recruiting system. Violations of the policy can lead to loss of those privileges. Furthermore, dishonesty or highly improper conduct may also be subject to referral to The University of Texas at Austin Student Conduct and Academic Integrity office. That office will conduct its own investigation and may take additional punitive actions in accordance with university policies and procedures.

How to Prepare for an Interview

The main purpose of an interview is to sell yourself to an organization and convince them that they should hire you. Imagine that you are a salesperson and that you are selling the most valuable product—you! As with any sales presentation, make sure that you are as prepared as possible. Preparation is the key to interviewing success.

There are four general steps that you should make sure to take before any interview:

1. **Know yourself.**
   Spend some time thinking through your past experiences. Review the classes you have taken, the organizations you have been a part of, and the other experiences you have had in college. Be able to articulate what you learned from those experiences and how they showcase your skills.

2. **Know the company/position.**
   Start by exploring the company’s web site and reading through all the information you can get your hands on. As a supplement, read through Vault, GoinGlobal, Glassdoor.com, and Reference USA reviews on the company. Have conversations with current or former employees and interns. Gather as much information as you can. See the **Company Research** guide for resources and guidance on what to research.

3. **Rehearse answers to possible questions with a friend, roommate, or family member.**
   Practice your answer to “Tell me about yourself,” and refer to sample interview questions in this guide. Have a roommate or friend ask you several of these questions in a somewhat formal setting. Think through your answers to likely questions, but avoid word-for-word scripting; your interviewer will be able to tell that you are not speaking candidly. Schedule a mock interview with a BBA Career Coach, do a virtual mock interview, and participate in other mock interviews on campus to get valuable feedback and practice.

4. **Get a good night’s rest.**
   Be smart and do not go out the night before an important interview. Part of good interviewing is being able to communicate information and relate experiences on the fly. You will interact better after a full night’s sleep.
Components of an Interview

The typical on-campus interview will last 30-45 minutes, although some may be longer. In the majority of interviews, the employer will lead the discussion, indicating when it is time for you to ask questions or when the interview has come to a conclusion.

Prior to the interview, confirm your interview date and time via RecruitMcCombs or an email from whoever scheduled the interview. Arrive at the interview site at least 15 minutes early. You can use the extra time to relax and focus on what you want to say. The recruiter begins to evaluate you the second you are identified in the waiting area. Shake the recruiter’s hand firmly upon being introduced in a confident and business-like manner.

A number of interviewers begin the interview chatting about general topics. This small talk may cover UT sports, current events, or what it is like to live in Austin. Refrain from discussing controversial topics. First impressions are often the most important, so this phase of the interview is crucial. Even though the small talk seems informal, it has a definite purpose: it is a good time for the recruiter to judge your communication skills. The recruiter already knows a little bit about your skills and experience from your resume; they are assessing how well you will fit in with their team and culture in addition to learning more about your skills and experience.

During the Interview

In the first few minutes of any interview, you may have to make a presentation about yourself. Often, the interviewer will utter that infamous statement “So...tell me about yourself.” How do you respond? In an interview situation, it is best not to go over one or two minutes when giving an answer. Therefore, you need to practice a brief and concise introduction. In this introduction, you should include some key points, including who you are and what makes you interesting, your educational background, your work experience/internships/academic projects/leadership, and the reasons you want to work for their company. Emphasize why you chose the specific company, how enthusiastic you are about the opportunity, and the skills that you possess that make you a good fit for this company. Explain what you have to offer this organization. Use the 60-Second Introduction information (found in the Networking Strategies guide) to structure your answer to this question.

When the interviewer begins asking about your resume and/or asking general interview questions, it is time to sell yourself. You should express why you are the best candidate for the job through well thought-out answers. The interviewer will also be asking questions to evaluate specific skills. Be sure to emphasize how the skills and experience you have fit with the position you’re interviewing for. For example, if you are answering a question on how you get along with people, try to tie in examples of teamwork. Also, look for clues that the interviewer seems interested; if the interviewer appears distracted or puzzled, try to engage him/her to regain that interest.

Types of Interview Questions

Traditional

What are they? The traditional interview is the most basic interviewing form and can consist of questions ranging anywhere from your academic history to your personal interests. Any of the sample questions provided in this guide could come up in a traditional interview. Preparing prior to the interview is essential.

Who uses them? All majors and industries

How do I prepare? Review sample questions and think of answers that would highlight your skills and experiences and express to the recruiter that you are a good fit for the position and the company. Make sure to research the company with which you will be interviewing. See the Company Research guide for more information.
Types of Interviews Questions (Cont’d.)

Behavioral

What are they?
In behavioral interviews, your conversations with the interviewer will focus in on your past experience as he/she tries to learn more about how you have already behaved in a variety of on-the-job situations. This type of interview is grounded in the belief that your past behavior is the best predictor of your future performance on the job. Behavioral questions typically start with “Tell me about a time when...” or, “Give me an example of...”

Who uses them?
All majors and industries

How do I prepare?
Know both your resume and the job posting, since many questions can come from the jobs and organizations listed on these documents. Use the STAR approach (discussed on the next page) to structure your answers to behavioral questions. Practice sample questions to help you identify and refine examples that demonstrate traits you want to highlight in the interview based on the research you have done on the company and the position. Practice makes perfect, or at least much better! BBA Career Services conducts mock interviews where you can get feedback on your answers, mannerisms, and overall performance.

Case

What are they?
These interviews assess your problem-solving, analytical, strategic, and logic skills through your analysis of business problems. You are challenged to think on your feet in a time-sensitive and pressured situation. Unlike most other types of interviews, it is an interactive process in which your interviewer will present you with a business problem and ask for your opinion. Your job is to ask the interviewer logical questions that will help you to make a detailed recommendation. The interviewer is looking for a thought process that is analytical and creative. Case interview questions often include analyses of the industry, market expansion, profitability improvement, market sizing, and/or brain teaser questions.

Who uses them?
All majors depending on the industry; very common in consulting industries

How do I prepare?
Success in case interviewing requires EXTENSIVE practice! Students who have participated in case interviewing suggest practicing dozens of cases prior to your first interview, so start as early as possible. Get involved in case competitions on campus, attend case workshops offered by firms who conduct case interviews, and find partners to practice cases with. Meet with a BBA Career Coach to discuss resources for prepping for case interviews, and check the BBA Career Services website and the Case Interviewing guide for additional case interviewing resources.

Technical/Functional

What are they?
Technical and functional questions assess your job-related skills and experience and are specific to the type of position you are applying to. For example, in an IT interview, technical questions might evaluate your hardware and software knowledge and applications you have mastered.

Who uses them?
All majors depending on the industry; common in high-tech and financial industries

How do I prepare?
Master concepts taught in your major courses and review them prior to recruiting season. Vault Career Insider (accessible through McCombs Online Resources) has guides (e.g., Vault Guide to Finance Interviews) that give example questions and answers to common technical questions interviewees have received in interviews.
Example Questions a Recruiter May Ask

The following list contains examples of traditional and behavioral questions a recruiter may ask. This list is not exhaustive; you may receive other questions.

TRADITIONAL QUESTIONS:
- Tell me about yourself.
- What are your goals and objectives?
- What are your weaknesses? What are your three biggest strengths?
- How would you describe yourself?
- Why did you decide to apply for this position?
- What do you know about our company?
- What motivates you to do a good job?
- Why should I hire you?
- What do you think will make you successful in this position?
- In what ways do you think you can make a contribution to our company?
- What accomplishments have given you the most satisfaction?
- If you were hiring for this position, what qualities would you look for?
- Why did you choose your major?
- What do you see yourself doing five years from now?
- What do you really want to do?
- How has your college experience prepared you for a business career?

BEHAVIORAL QUESTIONS:
- Tell me about a time when you had to complete a work project or extracurricular goal while under pressure. What was the result?
- Tell me about a time when you received criticism. How did you handle it and what did you learn?
- Describe a situation that required a number of things to be done at the same time. How did you handle it? What was the result?
- Tell me about the most difficult project you’ve ever completed. Why was it difficult, and what was the result?
- Give me an example of a time when you innovated on a project.
- Tell me about a time when you were working on a team and someone wasn’t pulling their weight. How did you handle this?
- Tell me about a time when you demonstrated leadership ability.
- Tell me about a time when you made a mistake. How did you handle it, and what was the resolution?
- Give an example of when you set a goal and achieved it.
- Tell me about a time when you had to handle a difficult situation with a co-worker.

For more questions, you can search for frequently asked interview questions or behavioral questions on the Internet or check Glassdoor (www.glassdoor.com).

Answering Behavioral Questions

When answering behavioral questions, draw on your past experiences and accomplishments to give concrete, specific examples. Use the STAR (Situation, Task, Action, Result/Reflection) approach to organize your thoughts and structure your answers to these questions. The STAR technique can help you communicate your answers in a clear and concise way and focus on your strengths and accomplishments.

SITUATION/TASK (this provides the context of the situation)
Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past or would like to do in the future. Be sure to give enough detail for the interviewer to understand the context, but not so much that you overwhelm your interviewer with details. Discuss specific examples related to work, school, or extra-curricular activities.

ACTION you took
Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did, not the efforts of the team. Describe what you actually did rather than what you “would like to do” or “would have” done. Again, these are not hypothetical questions.

RESULTS you achieved & REFLECTION
What happened? How did the event end? What did you accomplish? What did you learn? The key is to focus on RESULTS. Quantify when possible. Provide details, dollar amounts, and specific successes or lessons learned. Be sure the outcome or result reflects positively on you (even if the result itself was not favorable). Also, reflect on what you learned and how you would improve in the future.
Ineffective & Effective Use of STAR

To clearly demonstrate how to implement the STAR approach, two sample answers to an interview question are provided below. The first example is not effective in utilizing the STAR approach to answer the question; the situation provided is not very specific, many important details are missing in the action section, and the results are too vague. The second example successfully utilizes the STAR approach to describe a specific situation and task, detail the actions taken, and emphasize quantifiable results.

EXAMPLE 1 - Ineffective Use of STAR Approach

Tell me about an accomplishment you are most proud of and why.

Situation: I wanted a part-time job in high school that would not keep me from participating in school and social activities. The bad economy made the job search even harder, and I could not find a job.

Task: I did not have much work experience, but I was a leader in my school band. I thought about my skills and ultimately decided to start a lawn mowing business.

Action: I advertised to people in my neighborhood, and I was persistent in seeking out clients. I came up with various ways to bring in money during the winter, and I asked two of my friends to work with me as the business grew.

Results/Reflection: I am very proud that I ran a successful lawn mowing business for two years. I learned a lot about dealing with customers, and the money relieved some of the financial burden from my parents.

EXAMPLE 2 - Effective Use of STAR Approach

Tell me about an accomplishment you are most proud of and why.

Situation: I needed a job to help pay for some of my extra-curricular activities in high school and begin putting money away for college. I spent several months looking for a job, but due to the economy, many of the local businesses were not hiring part-time workers. In addition, I needed a work schedule that would not interfere too much with my studies and my commitments to student council and band.

Task: With few prospects for a job that matched my schedule, I began thinking about starting my own business. I considered my previous work experience and the skills I gained in organization and fundraising as treasurer of the band. Ultimately, I decided to start a lawn mowing business.

Action: I began by doing research on other lawn services in my neighborhood, and that helped me establish competitive prices. I created flyers that I distributed to homes and nearby businesses. I made follow up phone calls and offered discount pricing for clients on a repeat mowing schedule. I also came up with ways to keep my business going during the winter, such as cleaning out garages and hauling away items. Eventually, I recruited two of my friends to work with me, which allowed me to take on more clients and maintain a balance between school and work.

Results/Reflection: I am very proud that I built a substantial client base over two years and earned over $10,000 in revenue on a part-time basis. I learned very valuable lessons in dealing with customers and managing money through this business venture. In addition, the money from my lawn mowing business helped pay for many senior year activities, as well as books and other expenses here at UT.
Handling Unacceptable Questions

[The following information is excerpted from The Dallas Times Herald, “Can They Ask Me That?”]

As job applicants, students work hard to portray a professional image to recruiters that distinguishes them in a positive way. A conscious effort is made to avoid any circumstances that might cause an uncomfortable situation to arise. For this reason, the ticklish area of what questions a company can legally ask and how one should respond to such questions is a dilemma many students face.

An interviewer may ask any question they want; however, they may not base employment decisions on discriminatory elements. How is this distinction made? If an individual is asked questions regarding age, sex, marital status, and then is not offered a job, a company will find itself explaining why these questions were asked in the first place during any judicial proceedings. It presents a difficult defense position for the firm.

So how does the job applicant handle the “unacceptable question”? “You have to make a decision as to whether it is important to you,” says Fredric Jablin, a former professor in the Speech and Communication department at UT. Professor Jablin also suggests trying to determine the intent of the question. Per Jablin, “Skip the question and jump to the underlying reason. Try to respond rather than jumping on the legality of the question.” For example, if asked about marriage plans, one should assure the interviewer that she/he has a firm commitment to performing the job.

Professor Jablin adds these additional thoughts: “If a question is truly offensive, you might give some thought to whether you want to work there anyway. If an organization is not going to train people to not ask blatantly illegal questions, it may indicate something about the company.” Below are some examples of both acceptable and unacceptable questions.

Acceptable Questions

- **Are you a U.S. citizen or otherwise authorized to work in the United States?**
  Employers must ask all new hires for proof of identity and eligibility for employment. However, it is illegal to discriminate against legal residents on the basis of citizenship status or national origin.

- **What foreign language(s) can you speak or write?**
  This is acceptable if it is a bona fide occupational qualification. Knowledge of how one learned a language may be a basis of discrimination.

- **Will you expect to have certain religious holidays off?**
  Because of the sensitive nature of discharging or refusing to hire an employee or applicant because of religious beliefs, the employer has the burden of proving that an undue hardship renders the required accommodations to the religious need of the employee unreasonable. Notice that this question does not apply to religious beliefs, but to days off.

Unacceptable Questions

Below are some examples of how you might tactfully answer an unacceptable question.

Q. **Do you feel that your race/color will be a problem in your performing the job?**
A. I’ve had extensive experience working with people with a variety of backgrounds. A person’s race, whatever it may be, should not interfere in the work environment.

Q. **Where were you born?**
A. I am a permanent resident of the U.S. and have legal permission to work here.

Q. **Do you have any handicap?**
A. Any disabilities I may possess would in no way interfere with my ability to perform all aspects of this position.

Q. **What church do you attend?**
A. My religious preference should have no relationship to my job performance.

Q. **Do you have plans for having children?**
A. I plan on a career and believe my career will be successful with or without family.
Questions to Ask the Interviewer

When the interviewer asks, “Do you have any questions?” the way to leave a bad impression is to say, “No, I don’t think so.” There has to be something the interviewer has not covered, if not about the position then at least about the company or industry. Ask a few questions to indicate that you paid attention to what has been said and would like to follow-up on some thoughts. The keys to a successful interview are preparation and good communication with the recruiter. One of the fastest ways to eliminate yourself from consideration from the job is to exhibit ignorance about the company, ask inappropriate questions, or ask questions that could have easily been answered by the company literature.

- What do you see as the strengths of the department?
- How receptive is the organization to new ideas?
- What training and programs are available to help me grow professionally?
- What are my potential career paths within the company?
- What are some examples of projects interns/new hires have worked on?
- What is the biggest single problem facing the organization now?
- What new product/service/client is the company actively pursuing?
- During the training period, how much exposure is there to different areas of the firm?
- After the training period, how does one choose the area assignment?
- What do you like best about this company? Least?
- What skills have helped you the most?
- What freedom would I have in determining my work objectives, deadlines, and methods evaluation?
- How is an employee evaluated?
- How is communication handled within and between departments?
- What do you consider the most important day-to-day responsibilities of this job?
- What attracted you to this organization?
- If you could change some things about the company, what would they be?
- What does this company value the most, and how do you think my work for you will further these values?
- In your opinion, what is the most important contribution this company expects from its employees?
- In what ways has the experience of working here surprised or disappointed you?
- What are the qualities of people who excel here?

Closing the Interview

The conclusion of the interview can be very important. You are being evaluated until the recruiter escorts you out the door. When a recruiter asks if there is anything else you would like to add, this is a great time to emphasize a point or just express to the interviewer how interested you are in this opportunity. It is not recommended that you ask how you performed in the interview. Instead, restate your interest and ask when you should expect to hear from the recruiter to demonstrate that you sincerely want this job. Asking for the job in this way at the end of the interview is a key move that many students unfortunately do not make. Remember, the interview is not over until you send a thank you email and/or letter. Refer to our Job Search Correspondence guide for more information on thank you emails and letters.

After the interview, ask yourself these important questions to reflect on your performance and begin prepping for your next interview.

- Did I make a professional first impression?
- Was my handshake firm at the start and end of the interview?
- Did I maintain good eye contact?
- Did I express myself well by talking clearly and correctly?
- Did I express interest and enthusiasm for the job?
- Did I demonstrate knowledge of the company and the industry in general?
- Did I present my abilities and qualifications in terms of the requirements for this job?
- Did I ask for the job?
- Did I thank the interviewer and find out about follow-up?
- Did I get the interviewer’s business card or contact information?
- Did I promptly send a thank you email and/or note?
General Interviewing Tips

Your body language and other non-verbal cues communicate your thoughts, friendliness, level of confidence, and much more. How you stand and sit, what you do with your arms and legs, how you hold your head, and your body orientation toward or away from the listener, all communicate messages that are interpreted by observers as having positive or negative meanings. Interviewers know if they feel comfortable or uncomfortable, like or dislike, and trust or do not trust, the interviewee. The interviewer may not even be consciously aware of what they are reacting to. Positive body language helps the interviewer determine whether you would be a good fit for their team and their company culture.

Positive Non-Verbal Cues through Body Language

- **Enter the room confidently.** Walk in with a positive attitude and head held high. Give a firm handshake. Remind yourself that this is a conversation to determine fit on both sides.
- **Let the interviewer take the lead.** Wait for them to sit down first or offer you a seat. Position yourself facing the interviewer rather than sitting diagonally or sideways to the interviewer.
- **Maintain good posture.** Maintain an open posture; leaning forward slightly indicates interest and attentiveness.
- **Keep good eye contact.** Looking at someone’s eyes transmits energy and indicates openness. Relax your face muscles and try to keep a slight smile through the interview.
- **Positive facial expression.** A smile is an invitation, a sign of welcome that makes you appear agreeable, warm and pleasant.
- **Stay calm and relax.** The recruiter is watching the way you handle yourself in high-pressure situations. Recruiters will sometimes throw off-the-wall questions at interviewees for the specific purpose of seeing how the candidates respond.
- **Pass the Airport Test.** The recruiter is asking themselves, “If I were stuck in a long layover, would I go nuts if this person is the only person I have to talk to?” They want to know if they can handle working with you just as much as if you can handle the job.

Positive Verbal Cues

- **Don’t rush an answer.** Listen carefully and respond accordingly. It’s perfectly acceptable to pause for a few seconds to collect your thoughts before answering directly.
- **Be decisive in your answers.** Articulate clearly and use the STAR approach to organize your answers to behavioral questions.
- **Convey sincere interest and enthusiasm.** Your tone of voice can say a lot about yourself, your interest in the organization, and your connection with the interviewer.
- **Talk about your accomplishments in a group project.** Recruiters are interested in learning about you and your role in team work. Limit the use of “we” in your response.
- **Match the conversational style of your recruiter(s).** If the recruiter is joking with you, feel free to joke back. Show your sense of humor and fun side, but always be respectful.
- **Use proper, professional language.** Avoid slang and colloquialisms.
- **If you don’t know the answer, just say so.** You can instead discuss how you would approach the problem or situation and how you might research the solution. If you should have known the answer but you could not remember in the interview, consider researching after the interview and following up with a response via email.

When it’s all said and done, it’s not just what you know, it’s how you say it and what you’re doing when you’re saying it! Mirror the interviewer’s energy level, pace and tone when appropriate. Some will give you stone face on purpose. Be aware of the subtle signals the interviewer gives you. They are interviewing you to see if you are a good fit. You are also interviewing them to see if they are a good fit for you. Remember, at one point your interviewer was on the same side of the table where you are sitting now!
Recruiter Feedback

Company recruiters are asked to fill out evaluations on the students that they interview at McCombs. The following comments are major themes that have emerged from the evaluations.

- Little or no research done on the company, position, or industry
- Students were not sure of the job description
- Students lacked enthusiasm and did not exhibit interest in the job
- Students did not ask thoughtful questions
- The students as a group do not seem focused on what they want to do (e.g., investment banking vs. corporate finance)
- Some students were well prepared, but many had no direction at all
- Comfortable with direct questions but indicated surprise at open-ended questions
- Overall preparation was good, but not on par with some schools; many students were not prepared
- Candidates not as well-versed on recent company activities
- Students did not demonstrate passion for the job or our organization

Set yourself apart from other candidates by considering how to avoid or address these concerns prior to each interview you have. If you properly prepare and convey enthusiasm for the position and the company, you will be much more likely to progress in the interview process.

Alternative Interviews

You may encounter interview formats other than one-on-one in an interview room. The following list provides example alternative interviews that companies use to screen candidates:

- Phone interviews
- Pre-recorded virtual interviews
- Live virtual interviews
- Panel interviews
- Group interviews
- Meal interviews
- Skills assessment tests
- Personality assessment tests
- Night priors
- Community service events
- Social events

If you are invited to any alternative interview or recruiting event such as those listed above, use the information in this guide to prepare and meet with a BBA Career Coach for additional information and tips to refine your interview preparation strategy. Refer to the Phone Interviews guide for more information on preparing for phone interviews. Refer to the Virtual Interview Tips handout for information about succeeding with video interviewing formats, including pre-recorded video (i.e., on-demand video interviews) and video chat (e.g., Skype).