

would encounter in the prospective job. An example of an experience-based interview is the *Patterned Behavior Description Interview*, which collects four types of experiential information during the interview: (1) credentials (objective verifiable information about past experiences and accomplishments), (2) experience descriptions (descriptions of applicant's normal job duties, capabilities, and responsibilities), (3) opinions (applicant's thoughts about his or her strengths, weaknesses, and self-perceptions), and (4) behavior descriptions (detailed accounts of actual events from the applicant's job and life experiences).¹¹¹

Situational and experience-based interviews have many similarities. Generally, both are based on the critical incidents approach to job analysis, where job behaviors especially important to (as opposed to typically descriptive of) job performance are considered. In addition, both approaches attempt to assess applicant *behaviors* rather than feelings, motives, values, or other psychological states. Finally, both methods have substantial reliability and validity evidence in their favor.

On the other hand, situational and experience-based interviews have important differences. The most obvious difference is that situational interviews are future oriented ("what *would* you do if?"), whereas experience-based interviews are more past oriented ("what *did* you do when?"). Also, situational interviews are more standardized in that they ask the same questions of all applicants, while many experience-based interviews place an emphasis on discretionary probing based on responses to particular questions. Presently, there is little basis to guide decisions about which of these two types of structured interviews should be adopted. However, one factor to consider is that experience-based interviews may only be relevant for individuals who have had significant job experience. It does not make much sense to ask applicants what they did in a particular situation if they have never been in that situation. Another relevant factor is complexity of the job. Situational interviews fare worse than experience-based interviews when the job is complex. This may be because it is hard to simulate the nature of complex jobs.

Structured Video Interviews. Although structured interviews help reduce some of the biases that may arise from unstructured interviews, applicant responses still may be shaped in subtle ways by the manner in which the interviewer behaves (e.g., looking bored or uninterested versus enthusiastic, elaborating upon an applicant's response versus saying nothing at all). Some organizations are abandoning face-to-face interaction altogether by presenting applicants with a scripted set of questions and recording their responses for later scoring. HireVue, whose clients include Nike, Hasbro, and Starbucks, conducts 12-minute interviews consisting of one practice question and four actual questions. Applicants are given 30 seconds to read each question and consider their response, which is limited to about 3 minutes. HireVue provides a set of "stock" questions (e.g., "Tell us about a time you had to cope with a high-pressure or stressful work situation"), or companies can provide their own questions. The recorded interviews are then stored