INTERVIEWS IN THE SELFIE AGE: VIDEO & DIGITAL ENGAGEMENT





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INTRODUCTION

Our online behaviour is changing. The content we're choosing to view is increasingly video. By 2018, 69% of total Internet traffic will be video, and video traffic is expected to grow threefold from 2015 to 2020 (Cisco).

The outlets we peruse daily – whether it's Facebook, Snapchat, the Huffington Post or the Mail Online – are fuelling our appetite for videos. For perspective, the Mail Online posts 650 videos every day, whilst a live broadcast of an American wearing a Chewbacca mask garnered 161,674,863 views on Facebook.

The increase in video consumption is global – Asia is an eager consumer of video content. According to a global survey, six markets in Asia are among the top 10 in the world for video consumption. Live streaming is incredibly popular with young people in China and other parts of Asia.

Our online behaviour is not restricted to our consumer lives – it is fast encroaching in the professional sphere and demanding more of its attention. Video interviewing is not a new HR tactic, but 2016 has been a tipping point. HireVue, an interview software provider is expected to host 2.5 million interviews this year.

Video interviewing is more established within certain verticals (notably, hospitality) and is used more often to recruit junior level talent, but we're beginning to see higher adoption within professional and financial services. Traditional interviews aren't going away, but the time reduction, cost-savings, and barrier-free benefits will lead to a reduction in face-to-face interviews.



Video interviewing is evolving quickly. Since it has a broader reach in HR than 1-way interviewing, we'll explore the enhancements and innovation expected in the coming year. Producing engaging and immersive video content brings employer brands to life. It can help drive applications, allow candidates to selffilter, and provide transparency within a company. If curated thoughtfully, video can provide the transparency craved by candidates – what is really like to work for a company?

HR has made advancements over the last year, but their developments in technology have been incremental rather than disruptive. The 'new' tools that now are 'business as usual' platforms are far from recent – LinkedIn launched back in 2003 and Workday in 2006.

The growing appetite of our clients for innovation to challenge the status quo has resulted in significant investment and research through our in-house Innovation team. This has led to many disruptive tools and approaches progressing to trial in 2016, such as using algorithms to assess job adverts for gender bias, predictive analytics for hiring, and delivering major video interviewing initiatives for our clients.

The latest Labour Market Statistics published by the Office for National Statistics show that the UK employment rate (the proportion of people aged 16-64 who are in work) has increased to the highest on record, to 74.4% in March-May 2016 compared with 72.8% in 2014.

^{*}The UK Commission's Employer Skills Survey is the largest of its kind in the world and gives a comprehensive and robust picture of skills needs and training investment in UK business. The Employer Skills Survey interviews more than 90,000 employers and roports every two years, with the latest data currently available being 2013. In that year, total vacanties had increased by 12% in 2011 and were back to pre-recession levels.

VIDEO FOR TALENT SALENT SALENT & ATTRACTION

YouTube is approaching its twelfth birthday, as it celebrates a milestone of having 3.25 billion hours of videos watched on YouTube each month. Whilst YouTube remains the market leader globally, emerging technology providers fulfilling employers desires' for real-time, immediate communication vehicles have resulted in widespread online live broadcasting.

FACEBOOK LIVE

Facebook Live lets employers share live video with their followers on Facebook, so they're able to interact with viewers in real time. They can answer questions immediately and review the "Live Reactions" function to gauge how a broadcast is being received. Facebook Live has been a success with more than 1.5 billion users worldwide, and it has been used across very different brands.

For example, the Metropolitan Museum of Art in New York facilitated informal tours, exhibition tours and live openings using Facebook Live. One of their earliest parlays into Facebook Live was when they broadcasted an exhibition four days before opening to the public with an expert curator that generated 52,000 views and 1,200 shares.

PERISCOPE

Owned by Twitter, Periscope recently rolled out a service called Periscope Producer, which lets employers and creators broadcast professionally produced, high-quality live video made through external cameras, virtual reality headsets, computers, web cams, an Xbox One, and other devices. Sharing live content with similar quality to TV broadcasts is appealing for employers interested in creating premium video content that reflects their professional values.

Hootsuite used Periscope to elevate their employer branding and social HR. Since Hootsuite operates globally, they came up with the program, "Follow". Starting in Singapore and working their way East, they were able to use periscope to live stream a different Hootsuite office hour-by-hour to raise awareness around their global operations, each office's respective unique culture, and learn how to best utilise emerging technology.



WHY ELSE DO COMPANIES CHOOSE TO LIVE BROADCAST EMPLOYER BRAND CONTENT?

AUTHENTICITY

Employer branding whittled down to web content or a four-fold pamphlet can sometimes be seen as editorialised or lacking in authenticity. Live broadcast might increase risk, but it increases authenticity. It's not a static experience - the viewer can truly experience it.

EXPECTATION

As consumers, we have access to our favourite celebrities and politicians who share their lives publicly across social platforms. Brands are infiltrating these platforms with paid content – 'sponsored' posts are now commonplace for Facebook users. Further, we expect transparent content to be available for us to make informed decisions.

IMMERSION

Candidates can read employee reviews on platforms such as Glassdoor, but live video allows talent to experience what it's really like in an organisation. No glossy filters or editing -- just a glimpse in to a real workplace.

DIFFERENCE

Top talent in demand means InMail is not sufficient to engage individuals who are headhunted daily for multiple opportunities. Live content has a novelty factor and can show that an employer is willing to try new approaches.



VIDEO INTERVIEWING FOR SELECTION

I) ONE-WAY INTERVIEWS

One-way video interviews are where candidates are presented with a list of questions and can record answers to them sequentially. Employers set questions for job roles and vacancies, and candidates are invited to participate via a unique link to record themselves on a webcam or a mobile device. Like a passport photo booth, candidates usually have up to three attempts to answer a question. Once the response is recorded for all questions, the recruiter can review the recorded interview and make a decision on next steps.

One-way interviews are the most commonly adopted form of video interviewing as they offer immediate and measurable benefits to employers:



Ensures a consistent and fair interview methodology

Provides flexibility to the interviewee and interviewer

Reduces time invested in unsuitable applicants

Removes interview scheduling with an email link

Suitable for high volume recruitment as invites can be sent in bulk

Our clients have achieved over 90% response rates within 5 days of launch



Whilst this approach is popular, there are limitations to be considered:

- One-way interviewing removes human interaction at an early stage of an application process, making it harder for employers to showcase their values and brand.
- Employers must create engaging reasons for candidates to participate, especially in the mid-senior hiring process.
 Trials that have run without fresh content yield disappointing response rates.
- Interviewers are unable to clarify answers, provide prompts or challenges, so the interview becomes a monologue rather than a narrative.
- Drop-out rates can be high, which can reduce an already small talent pool depending on the recruitment campaign.





II) LIVE INTERVIEWS

A live video job interview (a form of videoconferencing) is a two-way interview that permits two or more people in different locations to engage in a face-to-face visual and audio exchange.

In our increasingly screen-dominant world, both parties need only a computer, a monitor, a Webcam, a microphone and internet access to conduct a job interview. Skype, owned by Microsoft, is one of the most used consumer apps and a commonly used live interviewing tool along with FaceTime by Apple.

Live interviews offer multiple users real-time interviews globally, which is incredibly valuable for organisations with offices across the world. Some organisations leverage hiring managers across different offices, and an extensive search for talent may require recruitment efforts in different countries. Live interviews also retain the 'human element' of face to face interviews, allowing participants to respond, prompt and challenge.

Some of the benefits of one-way interviews do not apply for live interviews:

- Interviews need to be scheduled like a face-to-face interview.
- Technical issues can disrupt an interview. It can only take place if all participants have an uninterrupted Internet connection in a quiet location.
- Hiring managers cannot end interviews abruptly if candidates are not suitable, so the time/cost saving is less.

As mentioned earlier, one-way interviews are commonly used for early and junior career recruitment, but we're seeing live video interviewing increasingly being used in lateral hiring.

BENEFITS OF VIDEO INTERVIEWING



REMOVE GEOGRAPHIC BARRIERS

A major benefit for a global business is that video interviewing allows interviews to take place on a global basis by removing geographical limitations. Video interviews can be conducted on a global basis without restriction (though special consideration should be applied when using in markets such as China, due to government intervention).



FLEXIBILITY

The majority of video interviews are pre-recorded rather than live. This solution provides flexibility to both parties who can interview and answer interview questions as their schedule permits.



STRENGTHEN YOUR BRAND

Forbes cites a study by Forrester, which revealed "70-90% of the buyer's journey is complete prior to engaging a vendor." Since an interviewee can research plenty about a company they're interviewing for, it's beneficial for interviewers to create a customised video-interviewing platform. Doing so will help the interviewee feel valued and welcomed and increase the likelihood they'll want to continue if they make it to the next round of recruitment.



SCREEN MORE EFFECTIVELY AND EFFICIENTLY

Another advantage of one-way video interviewing is that unsuitable candidates (e.g. those unable to speak the required language fluently) can be identified immediately, so employers can end the interview early as a courtesy. Since applicants answer the same questions in pre-recorded one-way video interviews, employers can easily compare interviews on a case-by-case basis.

Video screening removes the need for diary management and interview scheduling, and it is still possible to reserve in-person interviews for top candidates. Thereby saving time, energy, travel expenses, and allowing employers to review candidates quickly and effectively without inconveniencing candidates or your staff.



REDUCE DISCRIMINATION

A study by Annemarie Hiemstra at the Kurt Lewis Institute in the Netherlands found that minority applicants preferred video interviews to paper CVs because they allowed for more personal responses. The questions addressed to candidates are automated and identical. The technology cannot discriminate, and all videos speak equally to candidates' personalities and abilities.

Integrating video interview technology enhances candidate search and streamlines the screening process by making top talent easier to identify. Through video interviewing, employers and candidates can interact whilst keeping costs down.

VIDEO INTERVIEWING 2.0 WHAT'S NEXT?

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Video interviewing is not new (HireVue launched in 2004), but the Resource Solutions Innovation team recognises that it's in a development phase with a lot of potential in the coming year.

There are a number of enhancements that are being introduced, researched and planned for future iterations to ensure an uptake of video interviewing across varying verticals:

FACIAL RECOGNITION

Facial recognition is applied to many online platforms – such as Facebook to tag users in uploaded photos – but it has major benefits for video. In face-to-face interviews, we 'read' body language and pick up on facial cues from interviewees. Developments in facial recognition could flag which questions make interviewees uncomfortable, for example.

IDENTIFYING BIAS

Video interviewing has the benefit of tracking large amounts of data. For example, if interviewers repeatedly stop watching videos of individuals of a particular gender or ethnicity, it could identify development needs to tackle bias.

ASSESSMENT

Some providers such as HireVue introduced in-platform assessment tools which form part of the interview process flow. For example, coding assessments can be built to follow video questions. At present, these assessment tools are not as sophisticated as standalone assessment tools, though this will change as the process is streamlined for both candidates and recruiters.

VIRTUAL REALITY

Our clients who have created bespoke content to introduce applicants to the video interviewing process have achieved over 90% response rates. These videos allow candidates to see what a workplace is like. Introducing virtual reality content allows users to visualise themselves in the employer's workplace by navigating themselves around an employer's office.



LIMITATIONS OF VIDEO INTERVIEWING

Video interviewing is increasing in popularity but there are undeniably limitations to consider:

USER PARTICIPATION

Some candidates prefer not to be interviewed using video. Whilst a recent 2016 video interviewing project achieved 90% participation rates, an early trial by Resource Solutions in 2015 revealed that less than a third of applicants chose to complete the one-way interview process. Self-filtering can be beneficial in volume recruitment, but there is a real risk that top talent unaccustomed to video interviews may simply choose not to progress.

GEOGRAPHIC ISSUES

Whilst there is no limitation or restriction on video interviewing globally, some countries do experience issues with weak Internet strength causing aborted interviews. In the 2015 Resource Solutions trial a low conversion rate was attributed to the Internet not performing well.

LIMITED FUNCTIONALITY

Most video interviewing platforms are basic with limited additional functionality. The coming years will see video interviewing develop with enhancements that will add value to the hiring process.

LEVEL OF RECRUITMENT

Many of the major success stories in video interviewing exist in high-volume, low-level recruitment. Examples include Frankie & Benny's and Superdrug. The challenge for professional services organisations is to establish areas of suitability.

DIVERSITY

Critics argue that video interviewing can facilitate interview bias via immediate visibility of gender, race and age. However, advocates suggest that video interviewing merely changes the stage at which bias is actioned. Innovation within video interviewing will likely include diversity reporting (such as flagging interviewers that consistently stop watching interviewees of a particular gender/race/age.)

CLIENT CASE STUDIES

Resource Solutions was tasked with recruiting nine contractors for a business critical project to comply with European legislation. Each contractor was required to have a high level of fluency in English, strong technical skills and additional European language skills.

Of the 42 candidates there was an impressive uptake of 41 people completing the video interview. It was then narrowed down to 16 candidates invited to face-to-face interviews. In turn, nine of these were offered positions, and all accepted and passed the pre-assignment screening.

By using video technology, our client was able to significantly reduce the number of hours involved in face-to-face interviews. With 16 candidates in the second round, managers still had enough candidates to choose from, and the interview to placement ratios remained high.

KEY FINDINGS

The candidate experience was overwhelmingly positive. 96% of participants were completing video interviews for the first time, therefore 40% claimed to be nervous beforehand. Feedback afterwards revealed that 71% thought video interviewing was convenient and innovative by saving time.





FINANCIAL SERVICES

In 2016, Resource Solutions conducted a full trial of one-way video interviews using the Sonru platform. Our client challenged us within a tight time-frame of only a few weeks to find an affordable, candidate-centric video interviewing solution for their early careers recruitment.

Our client worked with Sonru and Resource Solutions to optimise the results by leveraging all available branding opportunities, curating engaging content and recording bespoke welcome videos for participants.

The project was successfully delivered on budget with excellent response rates.

KEY FINDINGS:

93% response rate Average response time 4.7 days

The initiative enabled our client to invite significant numbers of applicants to interview, review and share feedback in a single platform. Applicants conveniently participated from a mobile or desktop solution. Crucially, applicants really engaged with the process and offered positive feedback. 100% of surveyed candidates felt sufficiently informed as to what to expect from their video interview before they recorded their actual interview, despite only 29% of respondents having ever completed a video interview previously.

LEADING PROVIDERS

There are multiple providers in the market place offering video interviewing solutions. Quality of experience and cost play a part in the decision-making process for employers with IT and information security (info-sec) concerns driving the final choice of supplier. The following providers have passed through Resource Solutions' stringent info-sec requirements.

I) SONRU

Sonru is a video interview tool that has invested heavily in design, user experience and security. Sonru offers one-way interviews and live interviews, although 99% of interviews set up are one-way.

Sonru replicates the format of a phone, Skype or face-to-face interview. Candidates log in to read and record their answers without having to be online at the same time as the interviewer. Like a traditional interview, candidates don't see the questions in advance, and they respond to them one at a time. Employers can set the maximum read and answer times for each question.

Resource Solutions has worked closely with Sonru to deliver video interviewing to our clients.



II) HIREVUE

HireVue offers live and one-way interview products and aims to help recruiters take the guesswork out of hiring. In addition to offering a user-friendly platform to view, screen, and share applicants, HireVue Insights offers advanced analytics, which claim to be able to "analyse 100,000 times more data than a CV or online profile". In 2013 Resource Solutions invited HireVue to present at our "Innovation in Recruitment' seminar to demonstrate their platform to our clients and peers.

The main advantage of HireVue vs Skype for live interviews:

- The quality is excellent. HireVue uses WebRTC, which is part of HTML5, allowing the use of real time voice and video calling inside a web browser.
- It is designed for interviews rather than meetings, so it has handy features like live scoring and searchable keywords.
- Interviewers can also record the interview.
- HireVue has impressive product enhancements like interview scheduling (candidates can self-schedule) and embedded assessment tools.





III) SKYPE

Skype is a videoconferencing tool which facilitates live online meetings. It doesn't have the functionality to pre-record questions for multiple candidates, so it works best for one-to-one interviews. It currently has 300 million users worldwide.

What is the difference between Skype and Skype for Business?

There are two Skypes for online videoconferencing: the consumer version and Skype for Business, which takes the aesthetics of the consumer version and applies it to enterprises.

Skype for Business may be suitable for employers if:

1. You want to integrate easily with Office apps

Skype for Business is integrated into Office 365 so that you'll be able to use Outlook directly with Skype for Business' IM, voice, video features, and functionalities like clicking directly on a contact to initiate a conversation or schedule a meeting. Outlook will also archive your Skype for Business meeting history.

2. Security and permissions are a concern

Skype traffic (both standard and Skype for Business) is encrypted. Skype for Business has strong security with authentication methods that give the administrator deeper control over accounts.

IV) LaunchPad

LaunchPad is a well-established provider of video based assessment tools. LaunchPad's core product, 'Recruit' is similar to other video interviewing products that enable one-way video interviewing but is also white-labelled for easy client branding.

LaunchPad's 'Select' product enables meritocratic recruitment through preliminary qualifiers to pre-screen candidates before the video interview stage. If certain criteria aren't met, candidates are automatically removed from the applicant pool.

LaunchPad's 'Verify' product is what sets it apart from its competitors as it tracks decision-making behaviour by using data to identify inconsistencies and uncovering conscious and unconscious bias. The dashboard offers key insights into assessment reliability, provides actionable feedback on reviewer behaviour, and assigns confidence levels to reviewer scores.

Resource Solutions has worked with LaunchPad to explore how video interviewing can benefit our clients in Asia.



INFORMATION SECURITY

One of the primary challenges for organisations implementing video interviewing technology is to ensure that the product is safe, and candidates can be assured that their information is not available to external parties. Many providers have a simple, attractive and easy to use platform; however, they are then unable to successfully pass the Resource Solutions Information Security check. Our security measure is designed to understand the providers' control environment and typically questions infrastructure, system and application security as well as their access control and disaster recovery protocols.

Each organisation will have their own security requirements and assessment and Resource Solutions suggests that an in-depth information security check should be conducted for each provider.

CONCLUSION

Online behaviour is shifting dramatically and businesses need to embrace its intersection within employer branding, HR and recruitment. As video interviewing continues to grow and advance, we'll see a sizeable increase in video interviewing adoption.

As new digital video interviewing offerings and innovations emerge over the next year, the benefits will greatly reduce geographical and budgetary barriers. Whilst traditional interviews are not going away, the broader reach video interviewing has for HR and recruitment brings great opportunities for businesses to bring their branding to life, drive applications and provide transparency within their business.

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