

Using Video to Win the War for Talent:

Faster, Better,
Cost-Effective Hiring
with Video-Enabled
Talent Acquisition



a Recruiting Trends white paper, sponsored by **PeopleFluent**

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As the competition for global and virtual talent grows, recruiters must find ways to strategically, cost-effectively, and successfully attract, assess, and recruit the right candidates in a timely manner. This is a tall order, but more companies are finding a solution in video-enabled talent acquisition.

Video-enabled talent acquisition combines collaborative video and mobile technologies, embedded analytics, and contextual social learning—all in a branded environment that mirrors the consumer technology experience—to turn traditional recruiting and candidate processes on their head.

The increased adoption of video-enabled talent acquisition reflects the overall growth of video usage. Comscore's monthly index of Internet video usage in the U.S. noted that Americans watched more than 46 billion videos in August 2013, with 87 percent of those viewed on the Internet.

Seamlessly infusing high impact and high definition video capabilities into the recruiting process improves communication, learning, and engagement, in turn, helping organizations dramatically improve productivity and hiring decisions in today's heated labor market. Not surprisingly, nearly half of all organizations will have deployed video-enabled talent acquisition by 2016, according to research conducted by Recruiting Trends in March 2014 and sponsored by PeopleFluent.

This white paper details the adoption and anticipated growth of video-enabled talent acquisition, the benefits the technology provides recruiters and candidates, and the primary obstacles to adoption.

Rapid Technology Adoption

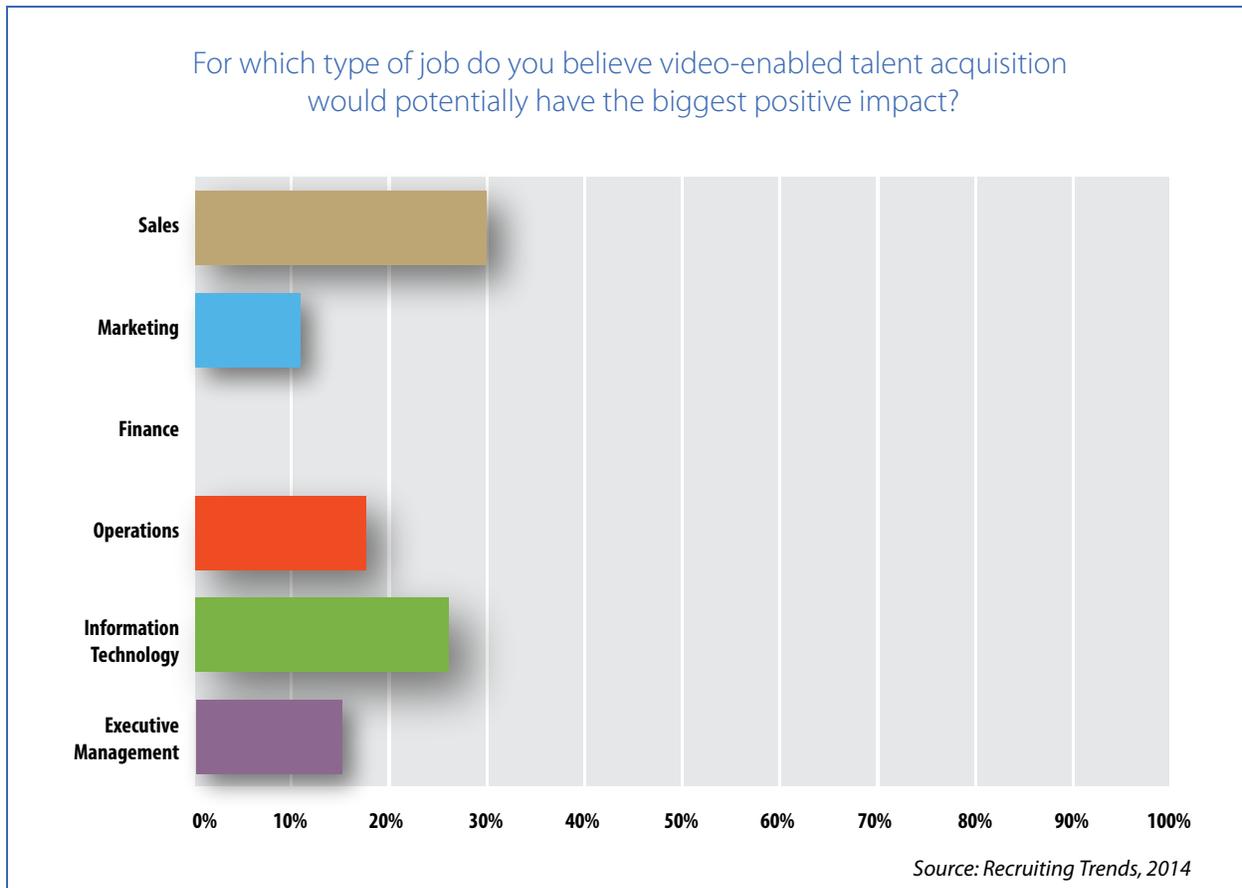
"Video-enabled talent acquisition fits well with the increasingly common strategic objectives of enhancing employment brands, leveraging social media for recruiting, and increasing candidate engagement by delivering video content," explains talentRISE Partner Jim O'Malley.

Recruiting Trends research shows that 27 percent of organizations currently use video-enabled talent acquisition. An additional 22 percent of organizations surveyed by Recruiting Trends said they plan to deploy video-enabled talent acquisition by spring 2016.

Similarly, nearly one-third (30 percent) of respondents to the Recruiting Trends survey plan to invest during the next 12 months in video for their organization's recruitment or branding efforts.

What's more, Recruiting Trends finds that 34 percent of organizations that use video-enabled talent acquisition "significantly" increased their use of the technology during the past year, while 27 percent of users of video-enabled talent acquisition "slightly" increased their use of the technology.

Among the current users of video-enabled talent acquisition surveyed by Recruiting Trends, 47 percent use two-way video interviews, while 37 percent use instructional or informational videos about a specific job or job type and 15 percent use a video questionnaire (recorded video).



Over the next two years, the majority of organizations (55 percent) expect to increase their use of video-enabled talent acquisition. Twenty four percent of organizations expect to “significantly” increase their use of video-enabled talent acquisition, while 31 percent of organizations expect to “slightly” increase their use of the technology. Forty percent of the organizations anticipate no change in how use video-enabled talent acquisitions, according to the Recruiting Trends survey.

O’Malley believes the adoption of video-enabled talent acquisition will grow over the next several years as more organizations look to hire global talent and candidates to perform work virtually.

Recruiting Trends research shows that recruiters are the most likely member of the hiring process to be an enthusiastic user of video-enabled talent acquisition. Forty percent of respondents to a 2014 Recruiting Trends survey identified recruiters as the most likely member of the hiring process to be enthusiastic users of the technology, followed by staffing agencies (identified by 16 percent of survey respondents), job seekers, and hiring managers (both identified by 12 percent of respondents).

Interviewers (identified by 8 percent of respondents to the Recruiting Trends survey) and job candidates (7 percent) also were seen as enthusiastic users of video-enabled talent acquisition.

Executives are overwhelmingly seen as the least likely member of the hiring process to be an enthusiastic user of video-enabled talent acquisition solutions, Recruiting Trends finds. Thirty-four percent of survey respondents identified executives as the least likely to be an enthusiastic user of the technology, while 20 percent of respondents identified hiring managers as unenthusiastic users.

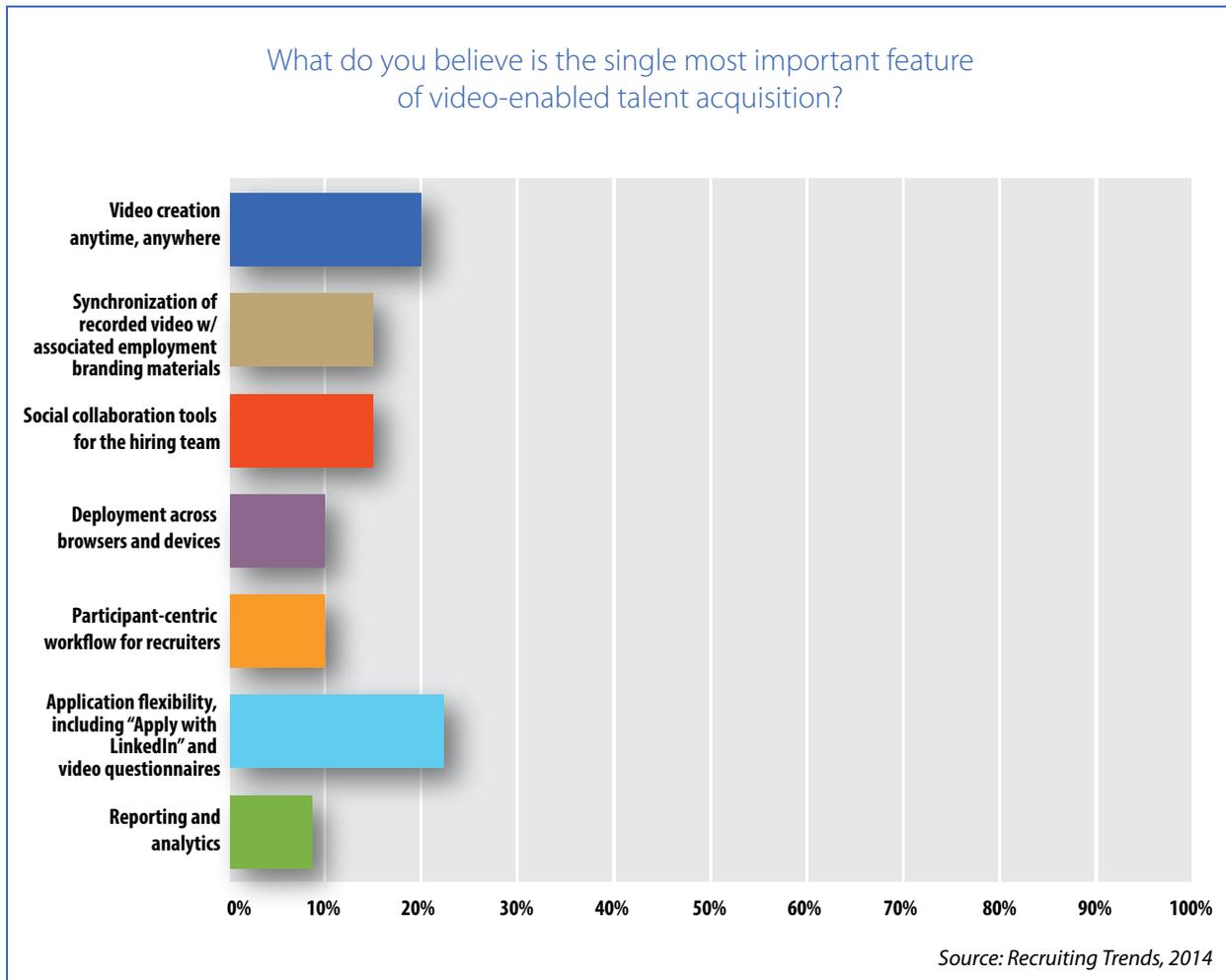
Application flexibility, including video questionnaires and the ability to apply with LinkedIn, is the most important feature of a video-enabled talent acquisition solution, according to respondents to the Recruiting Trends survey. Twenty two percent of respondents cited application flexibility as the most important feature of a video-enabled talent acquisition solution, followed by video creation anytime, anywhere (18 percent), and synchronization of videos with associated employment branding materials and social collaboration tools for hiring teams (both cited by 15 percent of respondents).

Deployment across browsers and devices (identified by 10 percent of survey respondents), participant-centric workflows for recruiters (10 percent) and reporting and analytics (8 percent) were other important features of a video-enabled talent acquisition solution identified by organizations.

Benefits of the Technology

A key reason recruiters and hiring managers are adopting video-enabled talent acquisition is the improvements the technology brings to the candidate experience. Video questionnaires allow candidates to take multiple recordings of their answers to ensure they demonstrate business experience, skills, personality, and communication skills. They can convey their strengths and interests in a highly personalized format before they commit to the time and cost of traveling to an in person interview.

“Video is able to capture intuitive things that are better caught than taught,” says Aragon Research CEO Jim Lundy, adding that by 2018 video documents will eclipse the use of text documents.



Other benefits of video-enabled talent acquisition include:

- Enables companies to add engaging personalized content to the recruiting process and deliver cultural and brand messaging in new ways
- Encourages better engagement with job candidates, many of whom are accustomed to learning and delivering content through video
- Expedites the hiring process through improved collaboration, communication, live chat, and recorded feedback during the interview and assessment process

- Helps recruiters quickly address repetitive questions that hiring managers and candidates often ask—a common pain point that takes time away from finding and hiring the best talent

Organizations surveyed by Recruiting Trends cited improved candidate engagement (identified by 22 percent of survey respondents) as the most significant benefit of video-enabled talent acquisition, followed by improved time to hire and more efficient hiring (both identified by 18 percent of survey respondents). Improved quality of hire (identified by 12 percent of survey respondents), the ability to quickly build and expand candidate pipelines (11 percent), branding (8 percent), and greater hiring transparency (6 percent) were other benefits of the technology identified by survey respondents.

talentRISE Partner Jim O'Malley believes the primary benefit of video-enabled talent acquisition is its ability to quickly bring recruiters 'face-to-face' with candidates. "The need to 'meet' candidates is increasingly time-consuming and costly in today's global and virtual workforce," O'Malley says. "Video-enabled talent acquisition helps companies reduce the costs and time to meet candidates."

Among respondents to the Recruiting Trends survey that currently use video-enabled talent acquisition, 45 percent said that the technology has had a "slightly positive" or "extremely positive" impact on their organization's branding during recruiting. None of the respondents to the survey said the technology has had a negative impact on their organization's branding during recruiting.

And video-enabled talent acquisition may deliver even greater benefits than organizations realize: 37 percent of video-enabled talent acquisition users don't track return on investment for the technology.

Organizations believe video-enabled talent acquisition pays the biggest dividends for sales (identified by 30 percent of survey respondents) and information technology (25 percent) positions, Recruiting Trends finds. Operations (identified by 18 percent of survey respondents), executive management (15 percent), and marketing (11 percent) are other positions where organizations believe video-enabled talent acquisition has the biggest positive feedback, according to Recruiting Trends.

However, video-enabled talent acquisition is helping organizations fill a wide range of job openings. Marketing and operations positions are the most common jobs for which organizations have used video-enabled talent acquisition. Sixteen percent of organizations surveyed by Recruiting Trends say they have used video-enabled talent acquisition for marketing and operations, while 15 percent of survey respondents have used video-enabled talent acquisition for information technology positions.

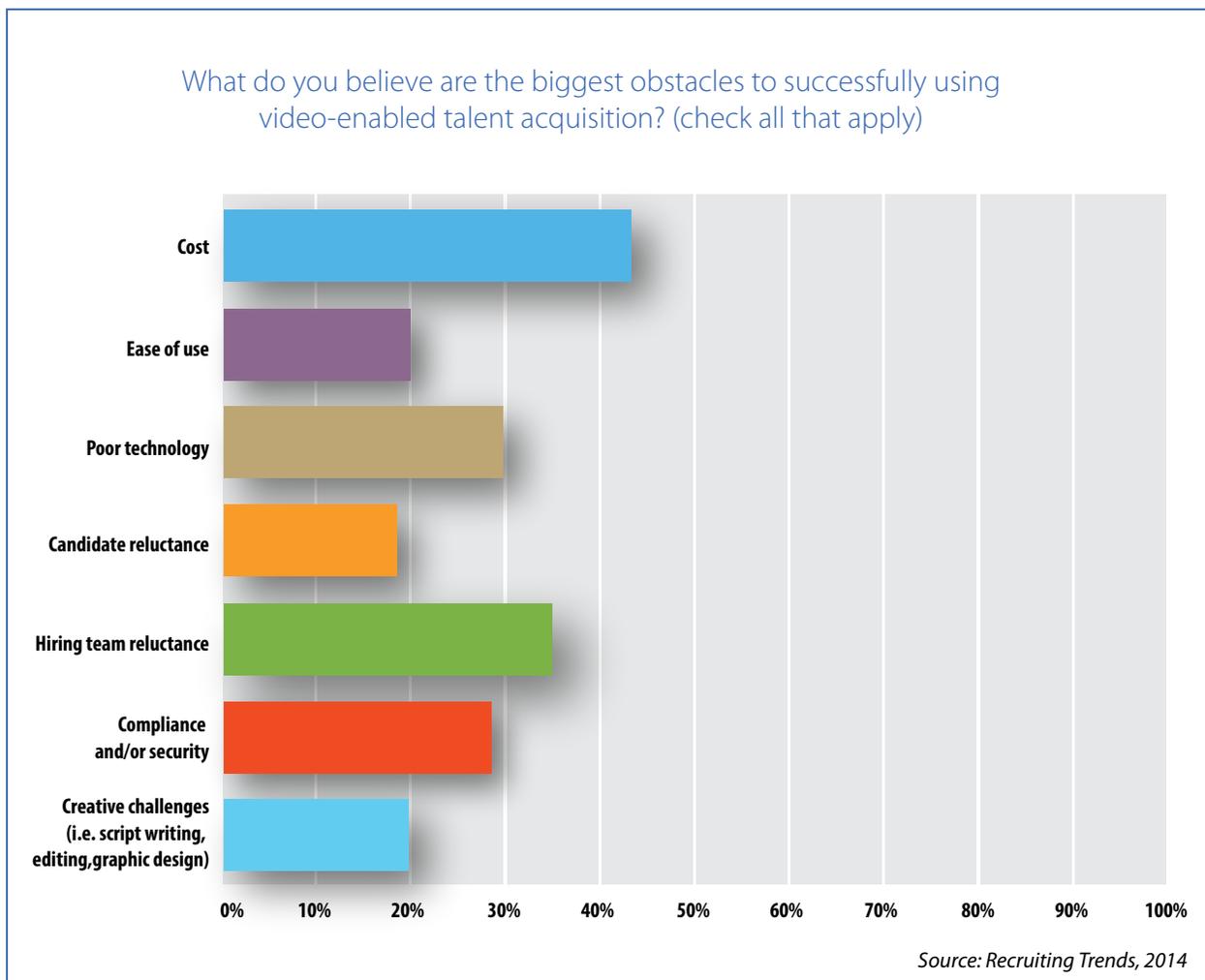
Survey respondents also have used video-enabled talent acquisition for sales (identified by 12 percent of survey respondents), executive management (11 percent) and finance (7 percent) positions.

Obstacles to Adoption

So why don't more organizations use video-enabled talent acquisition?

Recruiting Trends research shows that cost is the biggest obstacle to deploying the technology for 43 percent of organizations. Thirty-eight percent of survey respondents said that video-enabled talent acquisition is "slightly" or "significantly" more expensive than other recruiting efforts. Conversely, 9 percent of survey respondents said video-enabled talent acquisition is "slightly" or "significantly" less expensive than other recruiting methods, while 17 percent said the costs were the same.

After cost, hiring team reluctance is the top obstacle to deploying video-enabled talent acquisition (cited by 35 percent of survey respondents), followed by poor technology and compliance and/or security concerns (both identified by 28 percent of respondents to the Recruiting Trends survey).



Ease of use (identified by 20 percent of survey respondents), creative challenges (20 percent), and candidate reluctance were other obstacles to video-enabled talent acquisition cited by respondents.

Organizations also may not perceive branding benefits from video-enabled talent acquisition. Fifty percent of organizations surveyed by Recruiting Trends believe their organization's branding during recruiting already is "good," while 15 percent of respondents believe their branding is "excellent."

O'Malley believes the biggest obstacles to the adoption of video-enabled talent acquisition are the lack of recruiting technology sophistication among many companies and the general fear of change.

In order for adoption of video-enabled talent acquisition to take off, recruiters and candidates will have to become more tech savvy and more tech tolerant, warns Lauryn Franzoni, business strategist and director of The McQuaig Institute. "It is not unusual to hear recruiters and/or candidates complain that the candidate does not have a camera on his or her computer or that Skype or another video conferencing service is not as clear as the recruiter and/or candidate would like. Yet most of these same people have smartphones that they could use to provide far better access and results."

"If recruiters make video-enabled talent acquisition a priority, top candidates will become savvier users. It is possible that applicants for entry-level roles will be left behind if they are not tech savvy," Franzoni admits, "but many entry-level roles require a fair amount of technology sophistication."

Franzoni also warns recruiters to keep in mind that there is "plenty of information available" to help candidates 'ace' a video interview, just as there is information on how to 'ace' a phone interview. Recruiters should complement video interviews with skills-based testing, sample work assignments, interview questions that place a candidate into the role, and assessments that uncover behaviors. "Recruiters need to see more than the prepared face the interviewer puts forward," Franzoni said.

Conclusion

Organizations must find ways to meet the challenges of talent shortages, talent gaps and an increasingly global and virtual workforce. Video-enabled talent acquisition addresses these issues by combining collaborative video and mobile technologies, embedded analytics, and contextual social learning to speed recruiting, enhance employment branding, improve hiring efficiency, and deliver better quality hires. Importantly, video-enabled talent acquisition enables organizations to meet the new millennial workforce in the video and collaborative work environments that engage them most. For these reasons, nearly half of all organizations will have deployed the technology within two years. This means that organizations must get past the reluctance of their hiring teams to use the technology, or they could find themselves at a disadvantage for talent in a heated labor market.

"Recruiters must embrace change and work through potential issues to become more sophisticated users of disruptive technologies such as video-enabled talent acquisition," O'Malley concludes.

About the Respondents to the Recruiting Trends Survey

Recruiting Trends conducted its survey on video-enabled talent acquisition in March 2014.

Approximately 90 people completed at least part of the survey.

Nearly half of the survey respondents (41 percent) were from organizations with less than 400 employees, while 16 percent were from organizations with between 400 and 999 employees. Conversely, 25 percent of the respondents were from organizations with 5,000 employees or more, and 17 percent of the respondents were from organizations with between 1,000 and 4,999 employees.

Survey respondents represented a wide range of industries.

Nearly one-quarter of survey respondents (22 percent) represented business services, while 15 percent represented healthcare. Manufacturing, non-profit and technology each represented nine percent of survey respondents. Financial services (accounting for 8 percent of survey respondents), public sector (5 percent), retail/supply chain (5 percent), energy (4 percent), higher education (4 percent) and K-14 (4 percent) were other industries represented by respondents to the survey.

Forty percent of survey respondents to the Recruiting Trends survey identified themselves as recruiters, while 28 percent of respondents described themselves as managers or senior managers within their organization. Nineteen percent of survey respondents identified themselves as a vice president or director within their organization, while 12 percent of respondents were C-level.

About half of the respondents to the survey (54 percent) describe their organization's sourcing process as "reactive," while 46 percent describe their organization's sourcing as "proactive."

About PeopleFluent

PeopleFluent, the leading total workforce HCM technology company, redefines Talent Management with an innovative Talent Engagement Cloud that is built around people and not HR processes. By deeply integrating pervasive video, strategic analytics and collaborative social technologies into its complete suite of Talent Management applications, PeopleFluent redefines employee engagement to address productivity loss and diminished financial results due to an increasingly disengaged workforce. With PeopleFluent, companies can change at the speed of business without costly IT interventions through intuitive, highly configurable software that is built upon the right data. Spanning across an organization's entire global workforce with one talent cloud, PeopleFluent equips leaders with the meaningful talent data and strategic analytics necessary to make better business decisions.

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PeopleFluent has worked with over 5,100 organizations in 214 countries and territories to engage employees to drive better business results. Today, 80% of the Fortune 100 relies on PeopleFluent as part of their talent management delivery strategy, helping them successfully achieve their talent aspirations.

