

# CAN YOU SEE ME NOW? WHAT VIDEO TALENT ACQUISITION CAN DO FOR YOU

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## Report Highlights

**p2**

**The shortage of critical skills available is at an all-time high – it's up 44% since 2012.**

**p3**

**With video interviewing tools in place, companies are 2.7 times more likely to improve their cost per hire.**

**p4**

**Best-in-Class companies are 61% more likely to use video tools for interviewing candidates as compared to All Others.**

**p11**

**Companies that use video interviewing improved their time to hire by 60%.**

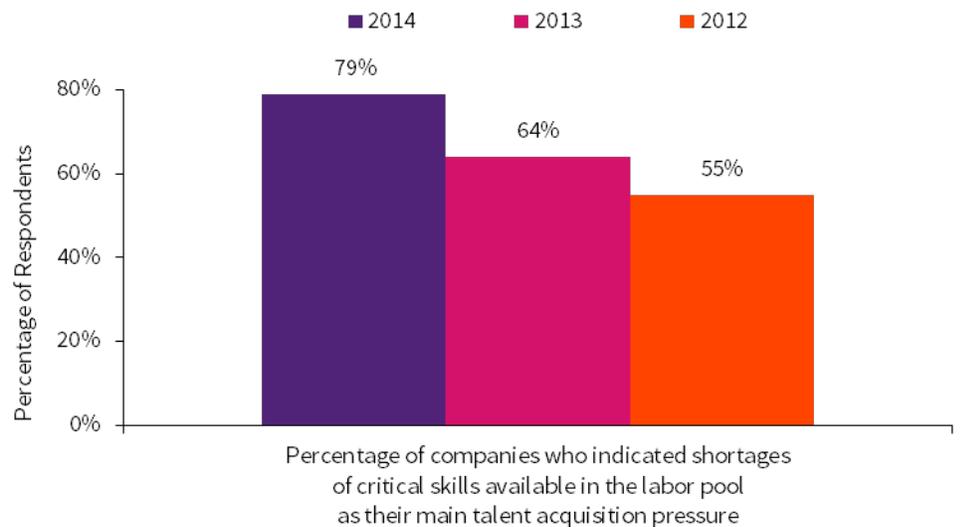
Everyone knows that video is powerful – from branded YouTube segments to sponsored Vine clips on Twitter. Some HR practitioners, though, still struggle with how to make the most of video solutions for both candidates' and recruiters' needs. This report will explain how video interviewing and branding tools can strengthen HR's relationships with tech-savvy candidates and combat today's ever-growing talent gap.

# 2

**The percentage of companies who indicated a shortage of critical skills available in the labor pool is at an all-time high (79%). In fact, it's grown by 44% since 2012.**

In case you haven't done so already, it's time to acknowledge a major hiccup in modern-day talent acquisition: there is a significant shortage of candidates with specific and necessary skill sets across industries. In fact, 79% of all companies from Aberdeen's *Talent Acquisition 2014: Reverse the Regressive Curse* (June 2014) research indicated that their biggest talent acquisition hurdle today is the lack of needed talent in the workforce. To make matters worse, this shortage of critical skills available is at an all-time high – it's up 44% since 2012 (79% vs. 55%) as shown in Figure 1 below. Companies looking to stay ahead of their competition in the short term should transition to recruiting methods that will enable them to better combat the large skills gap that exists today, including social, mobile, and video.

**Figure 1: Availability of Critical Skills is at an All-Time Low**



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Source: Aberdeen Group, March 2014

## The State of Talent Acquisition

While traditional recruiting methods such as job boards, temp agencies, and newspaper ads have their place in recruiting, job seekers and recruiters alike have found more engaging ways to

## 3

find and promote positions that are in tune with today's digital world. Today's candidates populate a workforce that is savvier than ever, having grown up on the Internet and other digital resources, such as video. In fact, according to the [United States Department of Commerce](#), 96% of employed US residents use digital tools as part of their everyday life and 62% require Internet use as an integral part of their jobs. This knowledge allows candidates to better grasp what companies expect of them when applicants apply and interview.

It's great to be able to pick the best candidate amongst many; however, sourcing, interviewing, and assessing countless applicants to achieve the necessary results can be overwhelming. In fact, [the Society for Human Resource Management \(SHRM\)](#) reported that the average time-to-fill for companies of 1,000 employees and higher is 43 days. Considering this productivity loss of nearly 1.5 months for every replaced employee, the efforts expended on talent acquisition take not only time and money – especially the labor costs within HR – but demand that recruiters stay tuned into all potential shortcuts that can support their own productivity.

The introduction and continued use of video in the hiring process has made recruiting significantly more cost effective. Notably, companies with video interviewing tools in place are 2.7 times more likely to improve (reduce) their cost per hire on a year-to-year basis, as compared to companies without such tools in place (6.5% vs. 2.4%). What's more, solutions such as video interviewing and video branding make the job of recruiters and hiring managers even easier, as these practitioners can identify, interview, and hire top talent faster and more effectively as well. It's a welcome shift in an era where the candidates' skill gaps continue to expand.

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**With video interviewing tools in place, companies are 2.7 times more likely to improve (reduce) their cost per hire as compared to companies without such tools in place.**

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# 4

## *What's Video Got to Do With It?*

It's no secret that consumers digest an ever-growing amount of video content online, from posts on social media, to video sites like YouTube and Vimeo, to watching news and entertainment clips. In fact, per a study by [comScore](#), the average US citizen spends more than 19 hours a month watching online video. In turn, an increasing number of vendors have entered the fray by offering video as a cutting-edge way for HR to appeal to applicants, through branding, and interactions with candidates, through interviewing, no matter where they are located and beyond the confines of the traditional 9-to-5 workday. Vendors now offer various tools, including: live interviewing, recorded interviewing, video-monitored online assessments, and video tools for employer branding. Corporate adoption of both video employer branding and video interviewing has grown by 13% and 8.8%, respectively, since 2013. Video resources can empower HR departments to more easily communicate with prospective employees in order to effectively and efficiently hire the best-suited talent. What's more, most candidates have a camera somewhere, whether it is on their smartphone, their tablet, or their personal computer, in order to interact and interview, thus making the entire experience significantly more accessible and useful.

After all, video enables better communication and fosters stronger relationships with today's tech-savvy workforce. In fact, Best-in-Class companies are 61% more likely to use video tools for interviewing candidates as compared to All Others (50% vs. 31%) (Figure 2). Video solutions such as these are ideal for attracting all types of candidates as contemporary job applicants – both active and passive – who are more multi-talented, multi-generational, and spread out across the globe than ever before. What's more, employment candidates, like

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In Aberdeen's June 2014 Talent Acquisition report, the following key performance indicators (KPIs) were used to distinguish the Best-in-Class (top 20% of aggregate performers) from the Industry Average (middle 50%), and Laggard (bottom 30%) organizations, with mean performance among the Best-in-Class as follows:

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- 79% of employees received rating of “exceeds expectations” on last performance review.
- 79% of key positions have at least one willing and able successor identified.
- 15% year-over-year improvement in hiring manager satisfaction.

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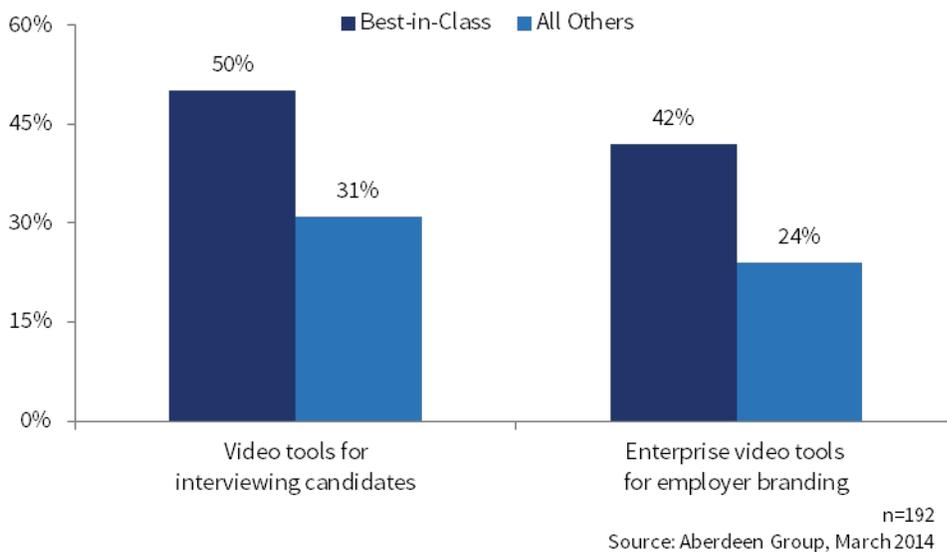
consumers, have come to expect that companies have effective, efficient, and easy-to-use tools such as video to interact with and interview candidates like themselves. In turn, companies' second biggest criterion for investing in recruitment technology solutions like video, next to product capabilities (27% of all respondents), is ease-of use in the tools used for both recruiters and candidates alike (22%). Is it reasonable to assert that candidates might be less likely to continue to engage with prospective employers if they don't have such video capabilities in place? Based on Aberdeen research, Best-in-Class businesses think there's a chance, and are much more likely to have video in place for interviewing and branding as compared to All Others because of it.

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**Best-in-Class companies are 61% more likely to use video tools for interviewing candidates as compared their All Others.**

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**Figure 2: Top Performers More Aggressively Leverage HCM Video Tools**



Video-enabled enterprises are two steps above the competition, and such up-to-date technologies are much more likely to resonate with technologically savvy candidates. That's a pretty enticing notion too, as companies often get the pick of the litter

# 6

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**Best-in-Class companies are 75% more likely to use video tools for employer branding as compared to All Others.**

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for most of their job requisitions. With the use of video resumes or abbreviated video interviews, recruiters can effectively and quickly get a clear read on applicants' body language, enthusiasm, and presentation. In addition, recruiters can take a lot away from how the candidates present themselves on the video; if the candidates aren't smiling, they're dressed like they just woke up, or they record the video in a poorly presented setting, it is a good indicator that this candidate is not a good fit. These short-form videos allow recruiters to easily compare candidates in order to better determine who to pass on to the hiring manager and advance to the interview process. The results of such video content can also help businesses weed out candidates who might have appeared to be a perfect fit on paper but would flop in in-person interviews. This can be a major cost and time saver, especially for enterprises that often spend money to fly candidates out for their interviews.

Top companies understand that video interviewing enables them to extricate themselves from traditional tactics that previously stymied aspects of their recruiting efforts, namely keeping up with candidates who expect cutting-edge technology to be available to them, from identifying job openings from their phones, to interviewing on their tablets. Moreover, companies looking to stay ahead of the game have moved on from traditional technologies like Skype and Google Hangout for interviews and toward more personalized and branded interactions which ensure that candidates have a complete, company-centric interaction, one that will impress candidates.

On the candidate-facing end as well, as depicted above, Best-in-Class companies are 75% more likely to use video tools for employer branding as compared to All Others (42% vs. 24%). Video branding tools can promote companies' identities and can help businesses appeal to the talent they seek. Whether it is

## 7

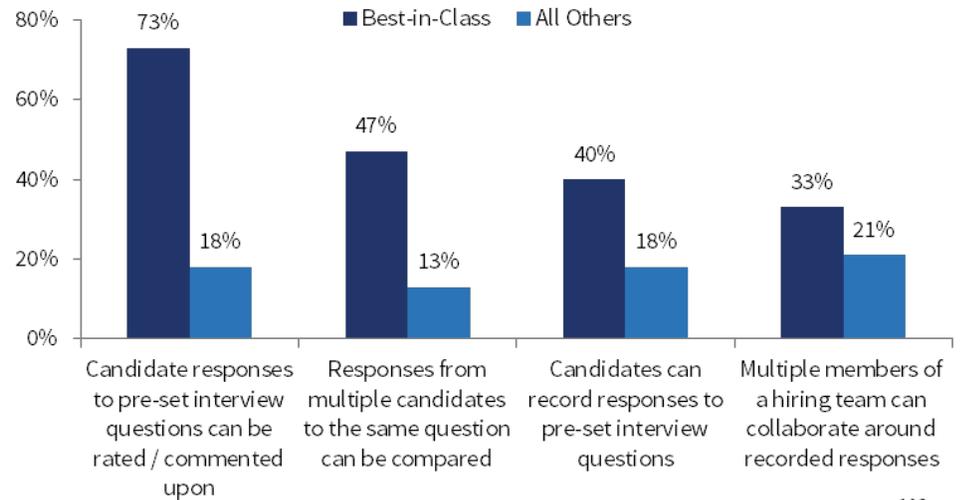
through showing what the office looks like, relating communal workforce values, or even if employees like to joke around with each other, video branding ensures that prospective employees see what matters most.

Once the content is created, companies can distribute their brand anywhere, from their social sites, to their personal websites, to paid ads on YouTube, Twitter, and Facebook. That way, their content is available to both active and passive candidates all the time. "The shorter the better" is recommended for such clips; in fact, a recent study by [comScore](#) indicated that the average online video is 4.0 minutes. Shorter, more digestible videos accomplish two things: as online audiences' attention spans continue to shrink, it will ensure more people view the entire content; and there will be more options for places to post said content.

### *Enhancing the Recruiting Process*

When in place, video talent acquisition solutions can be quite functional and beneficial for the interview process, both for recruiters and candidates. Solutions available to HCM practitioners provide more than just video recordings, for example: they sometimes provide platforms through which HR can often easily pass on their feedback about candidates to other relevant members of the hiring team and can also compare candidates across the board. This enables companies to make data-driven decisions around hiring the most suitable employees, supported by streamlined and often real-time communications.

Figure 3: The Best-in-Class Fully Leverage Key Features of Video Recruiting



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Source: Aberdeen Group, March 2014

**Best-in-Class companies are four times more likely than All Others to be able to rate and comment on candidates' responses.**

Aberdeen research shows in Figure 3 that Best-in-Class companies understand dramatically more than All Others that these resources make the difference between an everyday video experience and a supremely successful video tool. Specifically, top companies are four times more likely to be able to rate and comment on candidates' responses (73% vs. 18%). With such functionality in place, hiring managers can have a clear idea of what exactly recruiters think of the candidates before they even watch the interview or view their video resumes. Being able to compare responses between candidates, which Best-in-Class companies are 2.6 times more likely to have than All Others, allows recruiters to sift through applications far more easily and effectively (47% vs. 13%).

With a recruiting process that has adapted to the 21st century, candidates with video resumes or candidates who have had interviews via video no longer need to wait weeks to get a response to a job application. Companies looking to capitalize

## 9

even further on their video efforts would benefit from automating aspects of the candidate communication. For example, after hiring team members collaborate and compare notes on particular responses, they can click a few buttons and an automated, yet still personalized, email (name, title applying for, and other relevant information) will be sent to candidates to inform them of next steps. Such capabilities continue to make the recruiting process more efficient and cost effective.

### *Growing Video Capabilities*

Another major component of video talent acquisition is the split between live and pre-recorded / recorded interviews. As seen below in Figure 4, companies are 2.6 times more likely to use live video interviewing as compared to pre-recorded video interviewing (87% vs. 24%). What's more, over the past three years, 43% more companies have invested in this kind of approach to interviewing (87% vs. 61%). This is not too surprising, considering interviewees are more likely to be engaged when they interact directly with recruiters and hiring managers, as opposed to strictly looking at a camera and not having anyone to interact with while doing so.

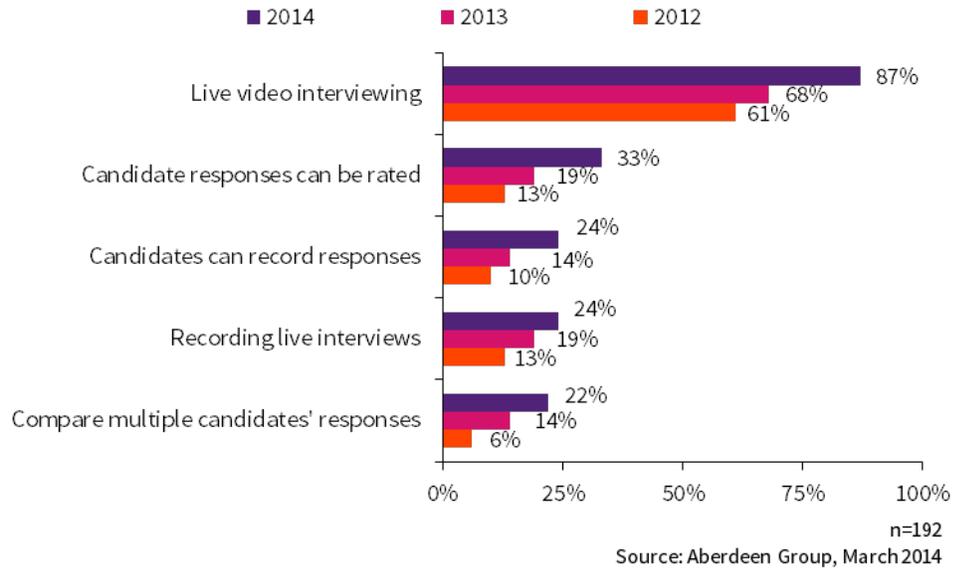
While candidates' recorded responses for interviews have a script that applicants must answer, live video interviews enable hiring staff to divert from the standard questions and ask whatever they determine is appropriate based on the current conversation just as they would have in an in-person interview. The adoption of this tool that allows candidates to record their responses continues to grow, albeit not as significantly as its live counterpart.

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**Companies are 2.6 times more likely to use live video interviewing as compared to pre-recorded video interviewing.**

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**Figure 4: Video Capabilities Are On the Rise**



Just as top companies are more likely to allow their recruiters and hiring managers to collaborate and compare notes, companies overall have matured in similar ways. One-third of businesses nowadays allow their staff to collaborate and work together to reach a consensus on candidates and their video interviews, compared to just one-fifth of companies a year ago and 13% back in 2012. So while gaps in the labor pool continue to grow, adoption of video recruitment is on the rise.

*What's the Impact?*

Video is a useful technology available to companies, HR departments, and recruiters who are looking to interact with connected candidates worldwide. In addition, there is plenty of opportunity for enhanced usability and improved ease of access moving forward. Finally, one of the best aspects of video tools is the often low overhead costs. Most vendors' features and functionality operate completely online so there is no need for separate applications or further investments to make the tools

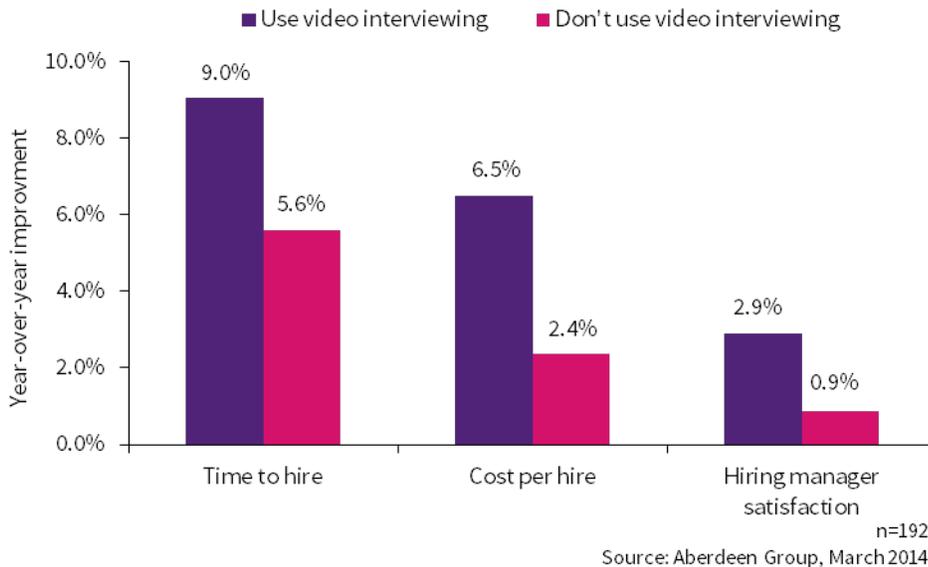
# 11

usable and user-friendly. Despite all of this, the question remains: what's the return on investment?

Companies that use video, either recorded or live, as part of their talent acquisition process experience impressive returns on investment. Enterprises that use video interviewing notably improved (reduced) their time to hire by 60% (9% vs. 5.6%) as shown in Figure 5.

**Figure 5: KPIs Prove Video's Worth and Then Some**

**Companies that use video interviewing improved their time to hire by 60%.**



Additionally, companies using video for interviewing improved (reduced) their cost per hire, which makes an often times already expensive process that much more affordable for businesses. While the companies who rely on traditional recruiting techniques take two months or more, on average, to place candidates, video users took half of the time to do so. There's clearly a dramatic return on investment when using any facet of video talent acquisition, so now it's no longer a question if it's worth the investment. There will be contracts with vendors, but if done right, the return on investment in time and money saved,

# 12

along with the satisfaction with the end results of the hiring manager, will more than account for what it costs up front.

## Video in Action: Cincinnati Children's Hospital

A globally recognized, not-for-profit pediatric hospital founded in 1883, Cincinnati Children's Hospital Medical Center (CCHMC) is one of the biggest pediatric medical centers in the United States. Over the past 15 years, CCHMC has tripled in size, going from about 5,000 employees to almost 15,000. With over 40 employees involved in the talent acquisition process and thousands of candidates applying and interviewing for open positions annually throughout the hospital, CCHMC is always looking for tools to make the recruiting process easier, streamlined, and more enjoyable for all parties involved.

The hospital discovered five years ago that video interviewing does just that: it's an intuitive, easy-to-use solution for both candidates and the recruiters. For CCHMC, establishing a quality candidate experience starts from the very beginning of the relationship with applicants, and remains a top priority for the hospital and HR. What's more, as Julia Abell, Senior Director of Employment, indicated, "the video tool is significantly more respectful of the candidate's time" than other, more traditional forms of screening and interviewing tactics, which require candidates to travel and take time away from home and work. Video interviewing tools make CCHMC's overall process more effective as well. This is especially helpful since Cincinnati is one of the hardest cities as well as one of the most expensive cities to fly into. It's especially pricey when hiring managers realize within 30 minutes of interviewing that certain candidates aren't the right fit. Video interviewing enables recruiters to better understand their applicants and have a clearer idea "that they're bringing in good matches," said Abell.

## 13

Video interviewing has also done wonders for CCHMC's internal branding and their HR department's identity overall. Abell noted:

*It's important that my team feels pride in our use of innovative technology for promoting our brand. My recruiters' job is to support the rest of the organization so that they can focus on patient care. We need to make sure we deliver effectively and clearly show that we're valuable to the organization overall.*

The solution has been a success for the hospital, for HR, and for hiring managers. "Even though the recruiters are not hands-on with the patients, they still feel a great sense of responsibility and accomplishment by bringing forth the right talent for Cincinnati Children's Hospital. It's their way of having a direct impact on the quality of care our children receive," said Abell. With the help of video interviewing, CCHMC has better handled hiring managers' time by identifying top candidates for in-person interviews and elevated HR's contribution to the medical center. Ultimately, video solutions have proven their worth, and then some, for the Cincinnati Children's Hospital.

### Final Insights

Video is clearly on the rise. An increasing number of companies have adopted video technologies to aid them with their talent acquisition processes, from public-facing videos, to live interviews, to video resumes to capture the essence of candidates immediately. In addition, there's definite potential for growth within the video space, specifically when it comes to mobile-accessible video.

Notably, Best-in-Class companies are 2.2 times more likely to have the capability to video interview candidates via mobile solutions as compared to All Others (33% vs. 15%). With the availability of mobile websites and mobile applications,

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**Best-in-Class companies are more than twice as likely to have the capability to video interview candidates via mobile solutions as compared to All Others.**

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# 14

candidates, similar to consumers, increasingly expect to be able to do everything they can do on personal computers on their smartphones and tablets, no matter where they are located. What's more, an increasing number of candidates these days no longer have computers, and instead, conduct all of their personal affairs via their smartphones and tablets. This consumerization of the mobile experience can be daunting for companies that don't have a strong mobile presence. But the reality is that if candidates can't conduct their business on their mobile devices then they will most likely move on. Just like candidate-facing video from two years ago compared to today, mobile is on the rise and becoming an increasingly important must-have.

Ultimately, video saves companies time, money, and resources all in the effort to identify, recruit, and onboard the best talent, no matter their generation or where they are located. Ultimately, with video in place, the sky's the limit.

For more information on this or other research topics, please visit [www.aberdeen.com](http://www.aberdeen.com).

## Related Research

[\*Mobile Talent Acquisition: Adjusting to the Times\*](#); June 2014

[\*Talent Acquisition 2014: Reverse the Regressive Curse\*](#); June 2014

[\*Talent Acquisition: A Lesson in Agility from the SMB Market\*](#); February 2014

[\*Social Sourcing: Measuring Social's Effectiveness for Talent Acquisition\*](#); September 2013

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# 15

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