

The Modern App



Application of Modern Technology and Social Media in the Workplace



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Video-Based Technology: The Next Generation of Recruitment and Hiring

Most executives will tell you that recruitment and hiring activities are rather expensive when you take into account the cost of personnel labor and travel (e.g., flights, lodging, and meals) for applicants and recruiters (Baker & Demps, 2009). These types of resources and expenses that come with traditional recruiting and hiring practices have led to a demand for new recruitment technologies. One technology that is growing in popularity is video-based tools, which allow recruiters to screen, recruit, and interview candidates virtually and globally (Briggs, 2013).

In 2012, studies showed that 6 in 10 companies were conducting video interviews, a number that has likely increased over the last couple of years (PRNewswire, 2012). “Video-based recruitment can offer many benefits to recruiters and hiring managers,” says Sean Fahey of [VidCruiter, Inc.](#) On a daily basis, Fahey’s team speaks to *Fortune* 5000 companies who are interested in integrating video-based recruitment technologies into their daily practices given the associated benefits, which we will discuss in more detail. However, given the novelty and relatively recent introduction of these video-based tools, there remains a lack of research detailing how these tools impact recruitment and hiring practices.

In this article, we will briefly describe some of the new video-based technologies and recruitment methods that are emerging, how they are changing the recruitment and hiring landscape, and how we as industrial and organizational (I-O) psychologists can help investigate the effects of these new practices.

Video Recruitment Techniques

With the improvement of computer and mobile phone cameras, and other telecommunication services such as Google Hangout, FaceTime, or Skype, organizations

and recruiters are leveraging virtual teleconferencing to reach out to potential candidates. Perceived benefits of video-based interviews for recruiters include the ability to have a virtual face-to-face interaction to see applicants' reactions and social and professional presence, create deeper connections, and access geographically diverse applicants. For the candidate, videoconferencing allows them to build rapport with the recruiter and gives them a chance to capture the recruiter's attention with nonverbal impression management techniques such as eye contact, hand gestures, and smiling.

In addition, employers are moving beyond simple recruitment brochures and career website pages by creating videos that depict the daily lives of their employees to provide insight into their organizational culture. For example, Starbucks provides several "[behind the scenes](#)" video clips on their career website. Video technologies also allow organizations to provide access to and introduce high-level leadership, which gives candidates insight into the goals and values of the organization. For example, Stanley Black & Decker has developed a video in which their [leadership](#) highlights the organization's mission and benefits of working for their company. These unique inside views of an organization also assist candidates in making their career decisions to ensure they are based on fit and alignment to their personal goals.

Video-Based Resumés

Today's tech-savvy applicants are

leveraging advanced computer programs to find more creative methods to demonstrate their knowledge and skills to potential employers. One emerging trend is [video resumés](#), which are prerecorded and edited video messages of the candidate that are submitted to a potential employer in place of a text-based resumé (Hiemstra, Derous, Serlie, & Born, 2012).

With the increase in video resumés, we are beginning to see a surge in specialized companies who consult applicants on how best to develop these types of resumés and provide [advice](#) on how to stand out from other applicants. The associated benefit of video communication is that applicants have the ability to *show* employers their interpersonal skills, abilities, or other characteristics related to the job. In addition, this practice creates a more personalized way of applying for a position.

Prerecorded Interviews

Although many human resource (HR) specialists still believe that face-to-face interviews should be a key component of the hiring process (Evuleocha, 2002), we are seeing a rise in video-based interviews, especially early on in the hiring process. One new approach is prerecorded video interviews, which are one-way communication methods where applicants record their answers to specific questions developed by the employer and then send the video to the hiring organization. Fahey highlights that "one of the benefits of using prerecorded interviews is a significant increase in speed of hiring." Fahey has seen organizations increase their hiring

speed by 300–400% as well as a decrease in overall hiring costs. For instance, he described one organization that typically required weeks to fill 300 positions that was able to process the same amount of candidates in days using these new one-way video interviews.

Unknown Impacts of Video Technology: A Call for Research

Communication through technology media and videos are changing the dynamics of applicant and potential employer interactions. The ability to use visual and audio cues (especially where it was once not possible) may influence how each party perceives one another. However, little is known about how these specific behaviors, or lack thereof, impact recruitment and hiring outcomes and decisions. Below we've briefly highlighted some areas that we believe should be addressed in future research.

Impact on Recruitment and Hiring Outcomes

For organizations and recruiters, it might seem like a one-to-one ratio when it comes to meeting with someone in-person versus meeting through video-based methods. However, existing research has indicated this is not the case and there are in fact differences across video and face-to-face communication (Chapman & Rowe, 2001; 2002). Future research needs to further explore the impact of video technology on recruiter behaviors, candidate practices, and hiring decisions. It is essential to ensure these new

technologies do not decrease reliability and validity of assessments. Furthermore, research will need to confirm the processes are fair and applicants perceive the processes as such.

Whether organizations receive a competitive advantage because of these methods has yet to be demonstrated. Sean Fahey and his team are eager to determine whether and to what degree these new technologies provide a competitive advantage in their marketplace. Future research should determine whether these new screening mechanisms and interviewing practices lead to higher quality candidates or a reduction in less qualified applicants.

Influential Visual Signals and Cues

Research has also yet to examine virtual behaviors or social practices that might impact a candidate's chances of receiving the next interview or position offer. Future research should examine signals and cues that might be influential in decision-making processes. For instance, researchers should investigate whether impression management behaviors influence candidate ratings in one-way interviews in the same manner they do in face-to-face interviews. One example is eye contact, which is a common impression management technique and yet difficult to maintain during video interviews given the placement of the camera.

Conversely, research has also shown that recruiter behaviors influence applicant attitudes toward the organization but have

less of an influence on whether applicants plan to accept a job offer (Chapman, Uggerslev, Carroll, Piasentin, & Jones, 2005). Future research should seek to understand whether recruiter behaviors have a larger impact when they are more socially and visually present on camera.

Potential Biases and Cultural Impacts

Past research has shown that physical attractiveness and other demographic characteristics do influence hiring decisions (Dipboye, Fromkin, & Wiback, 1975). This is just one reason organizations have been encouraged to use paper-based resumés and online submissions over the years because it has allowed recruiters to take some of the subjectivity and bias out of the process of screening. However, given new technologies enable video-based resumés, the visual information provided might elicit bias. Research should examine whether visual cues such as race, ethnicity, or physical attractiveness early in the recruitment and hiring process create an advantage for some applicants. Research should also investigate whether recruiters focus on the same types of information or qualities in video resumés as they would in text-based resumés.

Evolving Human Resource Practices

As we can see, there is much to learn with the advancement of technologies currently leveraged for recruitment and hiring practices. With these continuous organizational shifts, we as I-O psychologists must remain on top of

technology enhancements and integration points that may impact our traditional HR practices. It is imperative that we ensure employers and potential candidates understand the pros, cons, and best practices of such methods.

In this issue, we have outlined some avenues for potential research but this is by no means an exhaustive list. If you are conducting research around video-based recruiting and hiring practices or have ideas for additional research topics in this area, send us a tweet at @themodernapp!

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