Survey Results

Use of Video to Humanize the Recruiting Process

In the Era of Covid19

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EXECUTIVE SUMMARY .................................................................................................................................................. 3
METHODOLOGY .............................................................................................................................................................. 4
HIRING STATUS OF RESPONDENTS ................................................................................................................................. 4
  Number of Hires .......................................................................................................................................................... 4
  The Size of the Recruiting Teams .............................................................................................................................. 5
  Size of Recruiting Budget .......................................................................................................................................... 5
  Recruiters Doing More with Less ................................................................................................................................ 6
FINDINGS ............................................................................................................................................................................. 7
  1. Companies are producing multiple videos and building video libraries. .......................................................... 7
  2. Video content is expanding beyond employee testimonials and day-in-the-life. ......................................... 8
  3. Distribution outlets for videos align with candidate information sources. ....................................................... 10
  4. Video is being used to humanize the recruiting process .................................................................................... Error! Bookmark not defined.
  5. Video production is overwhelmingly created by internal resources. .............................................................. 11
  6. Having a video library strengthens the recruiting process .................................................................................. 12
  7. Videos that the candidate can relate to personally have the most impact on recruiting ................................ 13
  8. Adoption of video management tools lags expansion of video creation and distribution ......................... 14
  9. Time and money are the largest barriers to expanding video use .................................................................... 15
CONCLUSION ...................................................................................................................................................................... 15
ABOUT THE AUTHOR .......................................................................................................................................................... 15
Appendix .............................................................................................................................................................................. 17
EXECUTIVE SUMMARY

Despite two thirds of the survey respondents reporting a decline in hiring since the start of Covid19, video is being used extensively to humanize the recruiting process. Many respondents indicated new or expanded use of video due to Covid19.

Key findings of the survey are:

1. **Video is being used to humanize the recruiting process.** Most respondents are using videos to convey corporate culture and work environment.

2. **Companies are producing multiple videos and building video libraries.** More than 50% of respondents have more than 5 recruiting video and 4% of respondents have more than 100 recruiting videos.

3. **Video content is expanding beyond employee testimonials and day-in-the-life.** Content is being created for every stage of the candidate journey.

4. **Distribution outlets for videos align with candidate information sources.** Videos are not confined to career websites and videos are being shared in outlets that match the candidates’ information sources for their current stage of the candidate journey.

5. **Video production is overwhelming created by internal resources.** Most video is not created by professional video companies and is being produced by in-house marketing or employee generated.

6. **Videos strengthen the recruiting process by creating greater efficiency.** Respondents with significant video libraries were able to see and measure the results.

7. **Videos that the candidate can relate to have the greatest impact on results.** Respondents indicated that the most impactful videos were employee testimonials, hiring manager messages and location tours.

8. **Adoption of video management tools lags adoption of video creation and distribution.** Both general video management tools and those designed for Talent Acquisition had low recognition and low adoption.

9. **Time and money are the largest barriers to expanding a video strategy.** Management recognizes the power of video and supports expanded use but resources continue to be a constraint.
METHODOLOGY
The research was conducted between July 16 and July 30, 2020. The survey was distributed via email to approximately 7,100 Talent Acquisition practitioners, was posted in the SourceCon Facebook group, and was posted in social media posts of individuals in the Talent Acquisition field.

The survey was administered using Google forms. All data was collected anonymously but individuals had the option to include contact information in order to receive a copy of the results. Completed surveys were received from 205 individuals. Contact information was included on 170 surveys representing primarily large enterprise employers.

The survey was 14 questions with a combination of closed-ended and open-ended questions. The survey is attached as Appendix A. In the survey introduction, respondents were asked to respond to questions about their use of video in recruiting but to exclude video interviewing.

Most questions allowed respondents to select multiple answers, so percent responses do not total 100.

Several respondents who identified themselves were asked for permission to use an open-ended response with attribution. All identified quotes are presented with explicit permission.

HIRING STATUS OF RESPONDENTS
Number of Hires
The economic impact of Covid-19 on hiring is well documented in government statics and major news publications. Survey respondents reflected this general decrease in hiring with 68% of respondents reporting a reduction in hiring: modest decrease (38%), dramatic decrease (24%) or frozen (6%).

<table>
<thead>
<tr>
<th>Hiring Status (# of hires) Change Due to Covid-19</th>
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<tbody>
<tr>
<td>Increased</td>
</tr>
<tr>
<td>No Change</td>
</tr>
<tr>
<td>Modest Decrease</td>
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<tr>
<td>Dramatic Decrease</td>
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<td>Frozen</td>
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The Size of the Recruiting Teams
The size of the recruiting teams was also negatively impacted with 35% reporting a reduction: modest (23%), dramatic (10%) or frozen (2%). This result is undoubtedly understated based on the approximately 1,500 undeliverable emails from the initial survey invitations (25%). Companies that laid off their entire recruiting departments, such as American Airlines, are not represented in this survey.

Size of Recruiting Budget
Not surprisingly, recruiting budgets also declined, and declined even when there was no decline in the number of hires (17% of respondents had no change). Compared to the size of the budgets decreased, 58% reporting a reduction: modest (36%), dramatic (15%) or frozen (7%).
Recruiters Doing More with Less

While 16% of respondents increased the number of hires, only 5% increased the size of their recruiting team and only 3% increased their recruiting budget. Thirteen percent of the respondents were asked to increase the number of hires with no additional financial resources.

Conversely, of the 29% that dramatically decreased or froze hiring, 12% reduced the size of their recruiting team and almost all of them, 22%, dramatically decreased or froze their recruiting budget.

Companies are more apt to cut resources to recruiting during a downturn than they are willing to fund recruiting during an increase.
FINDINGS

1. Video is being used to humanize the recruiting process.

Only 24% of respondents did not use video in some way to humanize the recruiting process. Most respondents reported using video to convey culture and work environment (51%) or cited video interviews (34%) among other methods.

What we did to address feedback around the video interview process being impersonal, was add a recorded video of each Recruiter to their experience, so they could associate a name/face with the person they are directing their response to....humanizing the video interview part of the recruiting process.

Lorri Henderson, MHRM
Staff HRIS Analyst - People Technology
Illumina

We created 18 Job Description videos to make the process more friendly and clear to the candidates.

Laura Lozano
HR Recruitment Consultant
SAP

Helps more deeply humanize our brand, communicate our culture and work environment more clearly. Helps with attraction, nurturing candidates, and creating a positive candidate experience.

Antonio Ramos
Head of Talent Brand Marketing & Talent Intelligence
Comcast

Video shows collaboration, emotion, environment, humanity and so much more - often in just 30-90 seconds. It can help a candidate connect better to the organization or the employees within it.

Jessica Summerfield
Recruitment Marketing Specialist
Advocate Aurora Health

Yes, we have made virtual tour videos, day in the life videos to share with our candidates given not being able to do in person visits. We also have used video to conduct interviews during COVID.

Kelly Raulino
Director, Redwoods Leadership Development Programs
DaVita
2. **Companies are producing multiple videos and building video libraries.**

While many employers have not produced an extensive library of recruiting videos, 53% have more than 5 videos and as subsequent answers in this survey showed, have expanded beyond the general recruiting videos that appear on company websites. Almost 5% of respondents have more than 100 videos. Many respondents commented that they were planning on producing more videos.

![Number of Recruitment Videos Currently in Use](image)

3. **Video content is expanding beyond employee testimonials and day-in-the-life.**

Video is being used throughout the recruiting process. Companies are creating a variety of videos for specific purposes rather than large libraries of similar content. Many respondents reported use of one-time personalized videos intended for a single audience member.

Respondents reported creating and using video for:

- hiring manager introductions to applicants
- intern documentaries of their internship experience
- leaders showcasing departments
- introductions to virtual hiring events
- discussion of candidate FAQs
- hiring manager discussions of qualities desired in a candidate
- individualized 30-second pitches to passive candidates
- “meet our team” introductions
- VR tour of offices
- explanation of interview process
- showcasing safe culture and commitment to employee safety
- intros and outros to video interview
- day-in-the life of a product to showcase distribution centers
- instructions and “Help sections” as part of the application to improve accuracy
- custom video from team welcoming new employee
- onboarding instructions
- welcome messages to new employees, birthday wishes, thank you videos
- videos through stages of the compliance and background check
- immediate supervisor and team welcome video sent with offer letter

Interestingly, respondents who reported using customized and personal video messages often indicated that their total recruiting videos were fewer than 10. This data inconsistency indicates that TA leaders compartmentalize their videos and do not necessarily think of all video communication as “recruiting videos.” Use of video in the recruitment process may be grossly understated by this survey.

*It’s another medium to present information on our culture and organization. We’ve used videos as part of job postings (hiring manager speaking to job needs, wants, department, etc.) as well as more generalized (what’s it like to work in __ department or day in the life of a __).*

Jonathan Liepe  
Human Resources Supervisor | Talent Acquisition and Selection  
*Colorado Springs Utilities*

*We have had employees record videos for branding and engagement. We have also recorded videos to help simplify processes for Hiring Managers.*

Eric Haener  
Talent Acquisition Relationship Manager  
*BASF Corporation*
We’ve had our recruiters and some hiring managers record video introductions to use on social media and in email marketing. We’ve also incorporated video in our virtual onboarding.

**Leigha Landry Wanczowski**
Employer Brand Manager
**LabCorp, the parent company of Covance.**

Yes, we have done a couple employee videos around their experience onboarding during COVID-19, as well as employee videos of their first 30 days on the job while working from home.

**Shelby Stoddart**
Talent Acquisition Marketing Specialist | Culture & Talent
**McGraw Hill**

If a platform supports video capabilities, I ask all of my colleagues to use it to make it a more interactive, engaging, and personal experience.

**Katie Seaman**
University Recruitment Advisor
**BASF Corporation**

4. **Distribution outlets for videos align with candidate information sources.**
Video is being used to some extent in every phase of the candidate journey and the distribution of the videos changes to align with the candidates’ information sources at each stage. When video is used for attraction (88%), the primary distribution channels are social media (82%), career site (81%) and YouTube (59%). The next most common use of video is onboarding (66%) and videos are most commonly distributed via private hosting (68%) (Microsoft Teams, Slack, etc.) and email (45%). When video is used for nurturing (62%), the primary distribution channels are social media (64%), career site (57%) and email (54%).

Not surprisingly, when respondents created more than 10 videos, they generally created videos for more stages of the candidate journey rather than more videos with similar content such as employee testimonials or day-in-the-life. Respondents with less than 10 videos were generally restricted to the attraction stage.
5. **Video production is overwhelmingly created by internal resources.**

Given the predominance of large corporations among the respondents and corporations’ traditional preference for high quality and polished marketing materials, it would be reasonable to assume that most videos were produced by professional production companies. The data shows, however, that in-house marketing teams and employee generated videos are the primary production methods. Many organizations used multiple sources to create their videos but 18% used exclusively self-produced videos with no use of external resources.

In-house marketing was the most common resource used to produce videos. Sixty-five percent of respondents produced at least one video with in-house marketing. Of the respondents who used in-house marketing, 81% produced 10 or fewer videos. Surprisingly, 7 respondents (5% of companies using in-house marketing) produced more than 25 videos internally. Qualitative responses indicated that access to marketing resources was new or recently increased.

Employee generated video was used by 61% of respondents with 36% of those respondents creating more than 10 videos each. In addition to employee generated video, 36% of respondents used informal production, which based on open-ended responses, means recruiters or other non-video professionals recording video on phones, computers or hand-held cameras.

External resources were used by a minority of respondents during the last twelve months to produce recruiting videos. Only 20% of respondents produced video with an advertising agency and only 32% used an independent production company.

Note: Because this survey is a snapshot in time and not longitudinal, it is not possible to conclude if companies are becoming more comfortable with less professional production values; or if they only...
update professionally produced videos every several years (the survey only asked about production in the past 12 months); or if Covid restrictions reduced the ability to create professional produced video.

6. **Having a video library strengthens the recruiting process.**

Noticeable, and sometimes measurable impact of videos on recruiting was reported by 68% of the respondents. Comments generally referred to three impacts: increased efficiency (38%), humanized recruiting (18%), and provided education on culture and brand (17%). Respondents who had less than 10 recruiting videos were less likely to observe any value.
More consumption and clicks than traditional content.

Dan Black
Global Leader, Talent Attraction & Acquisition
Ernst & Young LLP

We find videos are much more effective in getting the right candidates into the right job, as well as convincing candidates to take the time to listen to the job description (vs. not read it at all).

Michael Tresca
Marketing & Communications Director, Global Talent Acquisition
GE Power

Job postings with video outperform those that do not by up to 30% (based on # of open clicks). Candidate experience survey feedback and unsolicited informal feedback indicates that the use of video throughout the process, and especially at pre-hire and onboarding is highly effective.

Diane Circo
Vice President US Talent Acquisition
Siemens

Shorten the time to hire process.

Doug Bryant, Ed.D.
Vice President, Talent Management
Sonic Automotive

7. Videos that the candidate can relate to personally have the most impact on recruiting. Whether or not they currently used video in each capacity, respondents anticipated that the type of video with the greatest impact on recruiting results are videos that relate to the individual rather than company information. Employee testimonials were almost universally considered powerful in influencing candidates (90%), followed by a message from the hiring manager (61%) and a tour of the location where the candidate would work (58%). Career advancement perspective was also rated highly (51%).
8. Adoption of video management tools lags expansion of video creation and distribution.

Despite half of respondents having more than 5 recruiting videos, and potentially large numbers of one-time use videos and other informational videos, few were using any video management software (22%) and only 11% were using a tool designed for TA (Amplify VMS, SparcStart, VideoMyJob and Altru). Not only was adoption low, but few respondents had investigated tools and were overwhelmingly unfamiliar with general video management tools and the tools designed specifically for TA.
9. **Time and money are the largest barriers to expanding video use.**

While a small number of respondents noted the logistical difficulties of Covid19 in creating video content (7%), the overwhelming response was lack of resources (39%), specifically budget and time. With the low adoption of video management systems, it was not surprising that technology (10%) was the next largest barrier to expanding the video strategy. Several respondents noted the reluctance of some employees to participate in video (8%) and the obstacles presented by the Marketing and Legal departments (8%). Almost one quarter of respondents saw no barriers (23%) which is consistent with verbatim responses that indicated current, or anticipated, video creation.

![Barriers to Expanding Video Strategy](chart)

*Note: Percentages total more than 100 due to multiples responses.*

**CONCLUSION**

Video has tremendous potential to humanize the recruiting process and a number of companies are using the medium extensively. Companies with large video libraries are inserting videos into each stage of the candidate journey and seeing results. The need to generate sufficient content appears to necessitate in-house and employee-generated creation. Adoption of video platforms lags video use at least partially explaining the barriers cited to expanding a video strategy. With few exceptions, the power of video is accepted by TA leaders and company management, and adoption is moving quickly.

**ABOUT THE AUTHOR**

I am Ekaterina Galieva, a 2020 graduate of Duke University’s Fuqua School of Business. I also have an undergraduate Economics degree and masters in Economics and Finance from Lomonosov Moscow State University. I was admitted to Fuqua as a STEM student. Due to Covid19, it was very difficult to find a job, especially for a student with an F-1 visa. Following graduation, I needed to be either employed or
involved in a training project to meet the requirements of my visa and stay in the United States while I looked for employment. As a STEM student, I was interested in technology and curious about technology’s role in addressing Covid business issues. Since job searching and interviewing were a main focus for me, I constructed this survey under the Science, Technology, Engineering & Mathematics Optional Practical Training program. I am pleased to report that during this study I was able to find full-time employment with XXX Bank. I am appreciative to the people in the Talent Acquisition industry who were helpful to me during this project.
Appendix A

1. How many recruiting videos do you currently have?
2. What is your current hiring status, now and through the end of 2020?
3. Have you used video to humanize the recruiting process during COVID-19, and if so, how?
4. How do you currently distribute your video content?
   a. Youtube
   b. Email
   c. Social Media
   d. Career Site
   e. Private Hosting
   f. N/A
5. How has video strengthened your recruiting process?
6. What innovative uses of video have you used or have you considered?
7. Over the past 12 months, how many recruiting videos were produced by
   a. Inhouse Marketing
   b. Advertising Agency
   c. Independent Production Company
   d. Employee Generated
   e. Informal Production
   f. Other
8. Which of the following video tools are you currently using or planning to use?
   a. Brightcove
   b. VideoMyJob
   c. Kaltura
   d. SparcStart
   e. Wistia
   f. Amplify VMS
   g. Vinyard
   h. Altru Labs
   i. Videolicious
   j. Sproutvideo
9. Which of the following video uses do you think would have the greatest impact on your recruiting results?
   a. Employee Testimonial
   b. Location Tour
   c. Benefits Overview
   d. Offer Letter
   e. Product Overview
10. What barriers are you facing in expanding your video strategy?