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Video Tools in Recruitment: The utilisation and benefits of video throughout the recruitment process

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<p>Video is a medium used to provide additional information in the recruitment process for both job seekers and the organisations. The use of video tools was examined in this paper to determine the extent of use and benefits of the tools in job advertisements and recruitment marketing, video résumés, video interviews, rejection letters and onboarding, as well as determining what implications future technology and legislation have on the use of video in recruitment.</p> <p>Research and analysis in this paper were based on both primary and secondary qualitative research from published studies and literature, and an interview was conducted with the leading video interview vendor in the Nordics.</p> <p>As a relatively new tool in recruitment concerns arise of the validity and acceptability of video tools. The research aims to produce arguments for the benefits and considerations that need to be taken into account before deciding to implement these in an organisation's recruitment process.</p> <p>Findings in this paper indicate that the use of video tools in the recruitment process is growing and companies are adopting these tools in their recruitment and selection processes.</p>	
Keywords	Human Resource Management, Recruitment, Selection, Video Tools, Interviewing, Recruitment Marketing, Employer Branding, Candidate Experience, Artificial Intelligence, Data Protection

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Abbreviations

AI	Artificial Intelligence
AR	Augmented Reality
CEO	Chief Executive Officer
CMC	Computer-mediated Communication
CTA	Call to Action
CV	Curriculum Vitae
EU	European Union
GDPR	General Data Protection Regulation
HR	Human Resources
HRM	Human Resources Management
RJP	Realistic Job Preview
SaaS	Software as a Service

1 Introduction

The fundamentals of recruitment have stayed the same, however the tools and mediums which are used in recruitment have changed significantly with digitalisation and globalisation. The introduction of technology has taken recruitment to become very much computer-based, with the whole recruitment and selection process being even possible to conduct through only using the computer.

This paper observes how recruitment practices have integrated video technology into the process. It will look at what are the perceived benefits of using video tools in recruitment, and what recruiters and organisations should take into consideration when using or considering using such mediums. As technology keeps evolving, also certain considerations emerge involving future technologies and their effect on issues such as perceptions, selection and privacy.

While video has been present with recruitment practices for several years, limited amount of literature is published focusing on this subject. Plentiful literature on the traditional ways of recruitment is available as well as increasing amounts of research on the effect of technology and social media on recruitment. Literature focusing specifically on the adoption of video into the process is however limited. This paper aims to bring together the research of the use of the video tool in recruitment and selection, and to help guide recruiters and managers to the possibilities of using the video medium throughout the recruitment process.

Few hypotheses have arisen from initial thoughts, that this paper will try to observe: 1) Video interview tools are used in lower level positions and positions which involve customer service. 2) Video résumés and video interviews allow for more targeted selection for face-to-face interviews.

The paper aims to answer whether video has a positive impact on the recruitment process and whether additional value results from adding video as part of the process. To evaluate these factors, review of existing literature was conducted. Additionally, as Finland is one of the markets in which such tools are extensively used, an interview was

conducted with the leading video interview company in Finland to understand the extent to which video is used in recruitment and selection.

2 Human Resource Management

Human resource management (HRM) is a term that refers to the management of people and work and all activities related to that. HRM can also be referred to as a variety of synonyms, such as labour management, personnel management, people management and employee relations, and often it is referred to as simply HR (Human Resources). The term can be used in a variety of contexts and it is important to define it for the specific context (Boxall and Purcell, 2011). The personnel practices and policies needed to carry out in HRM include acquiring, training, appraising, rewarding and providing a safe, ethical and fair environment for the employees (Dessler, 2013a).

Boxall and Purcell suggest that HRM is the most widely recognised term, referring to the management activities in employing people and organising work, which is used in the English-speaking world. However, as a term human resource management is still relatively new, and it influences and is influenced on by the changing concept of employment. Even with a list of actions encompassed by HRM, the meaning of the term and the impact of the concept still strike debate, as what precisely constitutes HRM is not universally agreed upon (Beardwell and Thompson, 2014).

The very first personnel departments started their practices by taking over the hiring and firing from the supervisors, operated the payroll department and oversaw the distribution of benefit plans. As expertise increased in testing, the personnel department started to have a more involved role in recruitment, selection and training. Thus, much of the work of personnel/HR managers in the twentieth century was focused on the “day-to-day” transactional activities (Dessler, 2013a).

Now in the twenty first century human resource managers have needed to change the way they work. One of the main trends for this change is technology. Human resource management is also being shaped by trends such as globalisation of competition, deregulation, changes in demographics and the nature of work, and economic changes.

HR managers are expected to have the knowledge to address these changes and challenges (Dessler, 2013a).

One of the evolvments in human resource management today is strategy. Strategic human resource management is needed to put in place HR policies and practices to produce employee competencies and behaviours that are required to achieve the company's strategic objectives (Dessler, 2013a). Human resources is becoming increasingly a source for competitive advantage for business, therefore putting more emphasis on strategy and operational management of this resource. While the extent of the use of HR strategy varies in organisations, commonly they are issue based focusing on issues at the moment. Strategies can involve guidelines for the use of tools and methods to carry out HR tasks (Torrington et al., 2009).

2.1 Traditional recruitment and selection

The history of recruitment dates to the late 18th and early 19th centuries, when during the Industrial Revolution, there were major changes in the need for recruitment of relatively large numbers of workers to work in mechanized agriculture, transportation and manufacturing. Over the next 70 years or so, the effect spread from the United Kingdom (UK) onto Western Europe and then to North America (Brown and Swain, 2009).

The first recorded recruitment company Gabbitas was started in the UK in 1873 by Mr John Gabbitas and Mr Thring. Gabbitas was launched to provide teaching staff, and the company still operates to this day as Gabbitas Educational Consultants. Alfred Marks soon followed with the opening of Alfred Marks Bureau, a London based catering staffing firm in 1919. Although the rest of Europe was slow to follow the lead of the UK, in America the recruitment industry steamed ahead, with Fred Winslow opening his Engineering Agency in 1893 and Kathrine Felton founded a staffing company to respond to the construction industry's problems in staffing building projects after the 1906 earthquake in San Francisco. With the end of the World War II came opportunities to match highly skilled individuals with the extensive demand for growth in infrastructure and business (Brown and Swain, 2009).

In the early years of recruitment practices new employees were typically selected through who they knew at the establishment or who was there first in line. Frederick Winslow Taylor was one of the earliest management writers, and he argued in 1911 against the fact that ability to do the particular job was not assessed systematically at that time. Taylor introduced the concept that employees should be selected based on their particular skills and abilities, and that these should be tested prior to the selection decision (Newell, 2005).

Today recruitment has a vital role in building, nurturing and maintaining organisational success. It is no longer viewed simply as another component of HRM, but as a strategic tool, which has large-ranging implications for organisations. Recruitment is also referred to as staffing, and it has two main functions, to firstly source potential candidates and convert them into applicants, and secondly to use selection to identify which candidates fit best for the position and the organisation (Yu and Cable, 2014).

The objective of selection is to match the people to the work. If the match is less than adequate, it is not possible to optimise effectiveness of HR. Thus, Roberts claims that selection is the most important element in any organisation's management of people. Even in well-designed organisations, if the match of people to the work is not done right, then even with pay and praise it is not possible to motivate people to perform beyond their capabilities. Without this match it can be impossible to then gain proper return on investment (ROI) from all the other HR programmes. In this context work is more than a range of tasks and activities undertaken, as it includes the physical, social and economic environments in which the work happens (Roberts, 1997).

Selection in the twentieth century has focused mostly on matching people to specific jobs. However, now in the twenty-first century there has risen the importance for flexibility and rapid pace of change, which make it more important to not only match work in a traditional sense, but in a wider context. It is not only matching the person with the current position, but also to assess the match to future work, mobility in and out of the organisation, as well as the interaction with potential colleagues. In general, it is to fit the person to the social environment of the organisation, and to the physical environment, especially if technology is involved (Roberts, 1997).

Figure 1 shows a flow chart of the recruitment process in a simplified version. It states the different stages of the recruitment process and the order of the flow of the process. The recruitment process can be organised in various ways and it is necessary to build a process that fits the organisation's needs. The recruitment process is made of four sections: client acquisition and client strategy, candidate attraction, candidate management and assessment, and onboarding process (Brown, 2011). The first section is important for recruitment agencies and may not be necessary for organisations conducting their own recruitment process. This paper will further focus on parts of the latter 3 sections. This flow chart of a simple recruitment process contains most of the elements the organisation will need to build their recruitment process, however no "one size fits all" solution exists (Brown, 2011).

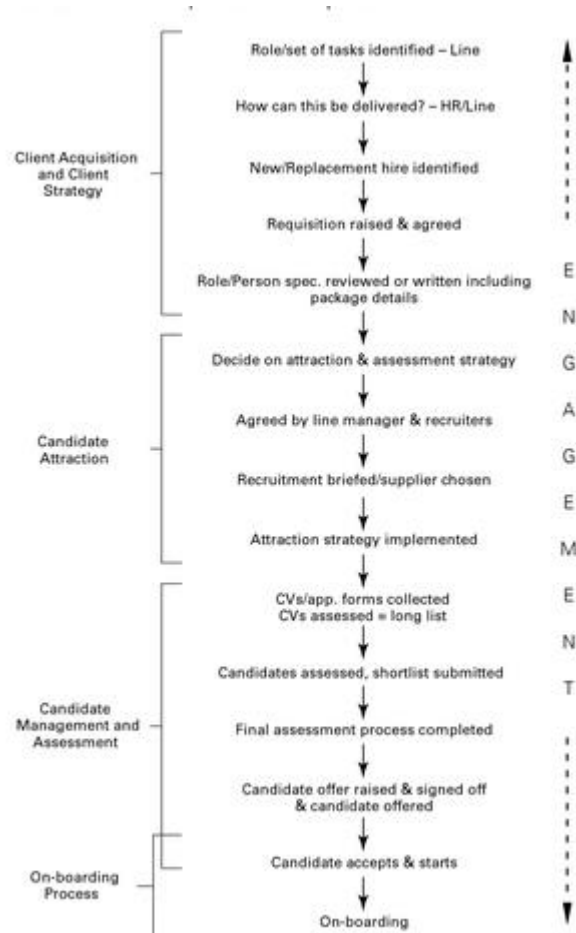


Figure 1. Simple recruitment process (Brown, 2011, p.113)

As the recruitment process is composed of different stages and tasks, it is considered that the interview is one of the most important stages in the process. Its long usage history and continuous usage in various purposes, make the interview by far the best and most used information gathering tool in present recruitment practices (Koivisto, 2005). And many professionals consider the personal interview to be an extremely important part of a successful recruitment (Kaijala, 2016).

The interview can usually be divided in two different types: structured and unstructured. In the unstructured interviewing technique, which is also referred to as the traditional informal interview, the interview proceeds without a pre-planning or a specified frame of questions. The interview begins, proceeds and orients according to the interviewee's and interviewer's spontaneous initiatives and according to the interaction that is created between them. Posing open questions, way of delivery and interpretation of answers are not built upon an agreed upon systematics, but they are based on the intuition of the interviewer (Niitamo, 2003).

A structured interview has been defined by Purcell to be "a series of job-related questions with pre-determined answers that are consistently applied across all interviews for a particular job" (Pursell, Campion and Gaylord, 1980, pp.908). Much support prevails for the structured technique, which is often regarded as superior, due to increased reliability and accuracy by reduced subjectivity and inconsistency (Pursell, Campion and Gaylord, 1980). The structured interview proceeds according to a uniform and consistent pattern, so that the same questions are consistently asked always of every candidate (Niitamo, 2003).

2.2 Changes in recruitment and selection

The biggest catalyst for change in the recruitment sector, as well as in business evolution in general, has been technology. It can be considered as the biggest single revolution that the world has seen. Databases and personal computers have enabled the streamlining of saving and storage of information on candidates and client relationship management. And as the millennials and generation X expect the internet to be accessible and usable 24/7, instant messaging and texting candidates to provide current information are becoming a norm rather than an exception (Brown and Swain, 2009).

The advent of social networking sites, mostly referred to as social media, has brought on a big change in how relationships with candidates and clients are developed and maintained. Recruiters need to however be aware how they use tools and platforms, as systems are there to assist in getting the work done, but not to dictate it. Using technology to gain a competitive advantage is the optimal solution (Brown and Swain, 2009). With further changes and improvements in technology, it is necessary for the recruiters and recruiting managers to adapt and change some of the skills and tools they need for effectively recruiting in the future (Headworth, 2015).

Technology has enabled a variety of tools to be used. Email is an example of one of the modern tools on which companies and individuals rely heavily on. Sometimes this overreliance can also have a negative aspect, as it can take away from actual communication or even sales and hinder the success and perceived value of recruitment consultancy. Brown and Swain state that the poor use of language in emails, leads them to believe that professional recruiters should communicate by telephone or on a face-to-face basis (Brown and Swain, 2009).

With internet being the main channel for recruitment, currently huge numbers of job boards exist locally and world-wide. These job boards, or job portals, operate as online services, which employers use to advertise jobs. Job boards include job advertisements from various sources and organisations, and provide job seekers a large selection of positions, gathered on one website. Recruitment companies have always had a fear of job boards, as they have low cost and ease of use, which could lead companies to do their own recruitment instead of using a recruitment agency. However, in 2009 the percentage of client companies posting their own job advertisements was only 10,5% in the UK, showing that recruitment agencies have not lost their position. Especially as the internet is increasing the ease of applying, employers do not wish to go through large numbers of non-qualified applicants, to find the few interesting candidates. On the other hand, internet also eases the screening process, thus diminishing the perceived value of an external recruiter. Therefore, recruiting agencies need to be able to provide a fuller service and value-added portfolio to maintain their core business (Brown and Swain, 2009).

As it becomes easier to apply for jobs online and the applicant amounts rise, this is both an opportunity as well as poses a problem – the applicant volumes become unmanageable. Recruiters become more reliant on the technological aids, as for example the auto-filter of applications through keyword matching or questions. Using such filtering also auto-rejects applicants without their application ever reaching the eyes of the recruiter (Headworth, 2015). According to a 2016 survey, 62% of employers who use applicant screening software admit that some qualified candidates may be filtered out of the vetting process by mistake (CareerArc.com, 2016). Some believe that technology has reduced engagement and interaction to the extent that unsuccessful applicants do not even receive an automated rejection email, leaving the impression that the organisation does not care. This impairs the candidate experience throughout the selection process (Headworth, 2015).

Currently the market for talent is very much candidate driven, as companies compete to hire talented employees. Skilled applicants are in the position to choose their employers, which makes it extremely important for recruiters to consider how they treat potential future employees and to produce a good candidate experience (Headworth, 2015).

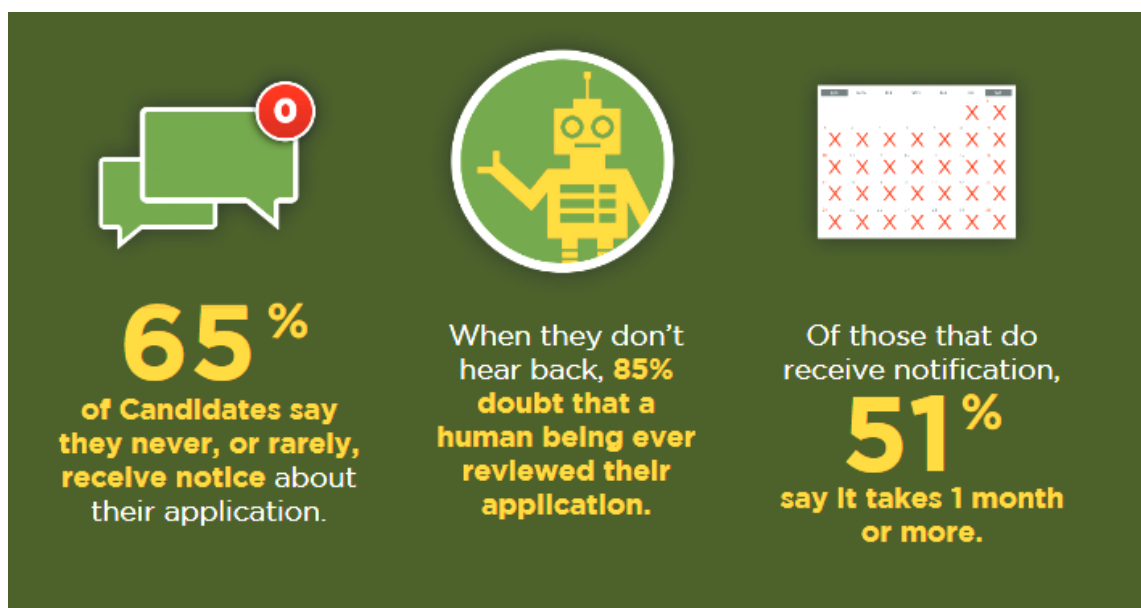


Figure 2. Candidate experience on notifications (CareerArc.com, 2016)

With over half of the candidates receiving rarely or no notice on their application as Figure 2 shows, it causes distrust towards recruitment departments and this can have negative effect on the image of the organisation. As recruiters rely more on technology, communication suffers and thus candidates feel they do not get the personal attention in the process (CareerArc.com, 2016).

Applicants are in the market position to choose their employment with factors such as employer brand influencing their decision, hence employers have to turn to selling their job opportunities. Headworth suggest that the recruitment process has become more closely aligned to sales and marketing than before, and he suggests that the sales funnel model, as seen in Figure 3, can be implemented also for recruitment (Headworth, 2015).

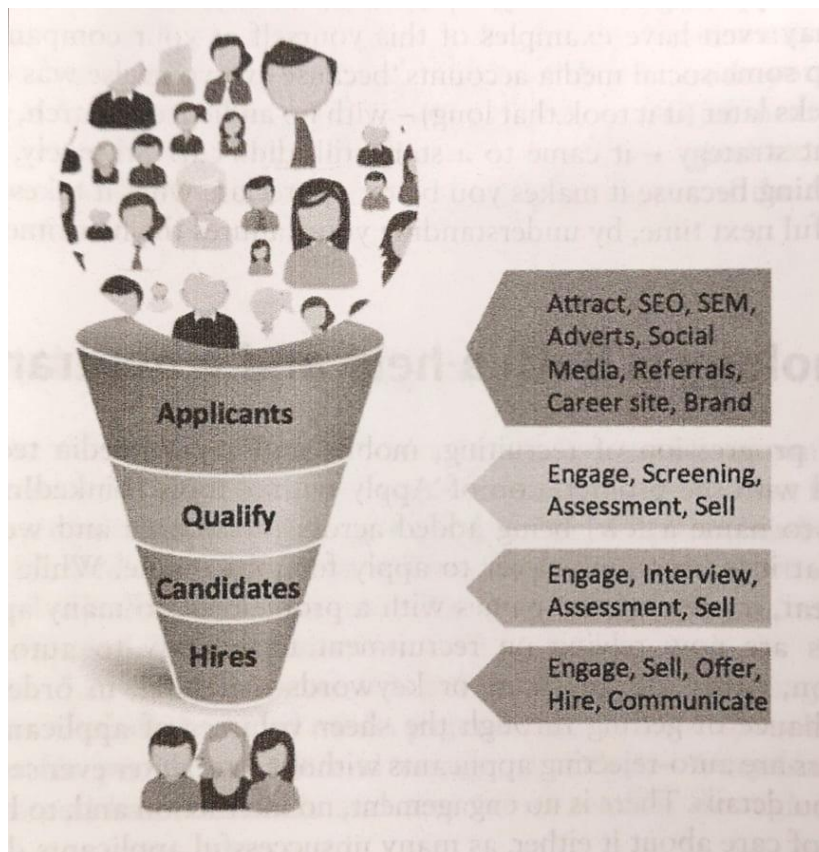


Figure 3. Recruitment funnel (Headworth, 2015, pp.86)

The main elements throughout the recruitment funnel are the importance of engagement and sales. Similar to a sales funnel, if the seller does not engage the potential client and try to sell the product or service, the client may lose interest and move to a competitor.

In the recruitment funnel the situation is similar, as the lack of engagement and sales activities may drive the candidate can move on to better offers.

2.3 Preferred modes/tools for recruitment communication

Much of communication is now done using technology, both in business and in personal communication. Though millennials are considered to be digital natives, having grown up in the digital age, they have not completely abandoned person-to-person contact. A survey of 1000 millennials aged 18-35 conducted by Mattersight Corporation in 2015 found that 85% of the respondents preferred to interact in person with colleagues in the work environment. Respondents stated that chemistry is an important characteristic for a quality and meaningful conversation. Increase in working from home and globalisation however mean that face-to-face contact is not always a possibility. Platforms such as Slack, Skype for Business and Yammer try to bridge the communication gaps at work, with Skype being the preferred choice for more than 60%. However, millennials do not see these platforms as their preferred communication method, with only 4% preferring to use these (Mattersight, 2015).

These are preferences which need to be taken into consideration, when planning communication. Though the internet and social media are present in our day-to-day life, it needs to be considered whether these modes of communication are relevant to the situation. With technology causing a distance between recruiters and candidates, there is a need to think of ways to bring the personal connection back to the communication.

3 Use of video tools throughout the recruitment process

As Facebook founder Mark Zuckerberg said in an interview in 2017: “I see video as a megatrend” (Zuckerberg, cited in Castillo 2017), leading to believe that video is a rising medium and more research on it will emerge in the future. A video includes both the recording of moving images as well as live video in which it is possible to interact over distances.

As early as in 1973 Fred Declouet wrote an article in the Personnel Journal stating that the possible uses for video tools would be limited only by the imagination. He saw that the main advantages of videotaped interviews were that they save money and time, as well as bring out the personal characteristics and attitudes much clearer, than paper résumés (Declouet, 1973).

Now with portable and handheld devices increasing in use, people are able to access the internet, social media and videos anywhere and anytime. According to a survey by Cisco in 2017 of the total mobile data traffic, 59% was accounted by mobile video traffic, making it account for more than half of the total mobile data usage. It is estimated that mobile video will increase by 9 times between 2017 and 2022. Leading to estimates that by 2022 79% of mobile data traffic could be used to watch videos (Cisco, 2019). Therefore, we cannot dismiss video as a powerful medium both in our personal and professional lives.

Videos can have an impact also on recruitment. In the following chapters of this paper will be discussed how videos can be used throughout the recruitment process from posting a job advertisement, to selecting or rejecting the applicant.

3.1 Job advertisement and recruitment marketing

The use of video and other visual elements is increasing in job advertisements. Using video to promote the job advertisement is part of recruitment marketing which is in turn a means for employer branding. Employer branding refers to the steps taken to build and develop the reputation of the company. Often people who are searching for a job, are led by brand image and the information they know about the employer. With a good employer branding strategy, the candidates see the company's brand image as more attractive, which can lead to better attraction of talented specialists. To obtain a strong employer brand the process of recruitment marketing needs to be implemented, which promotes the employer brand and delivers the right message to the best candidates (Wonder, 2019).

With the possibilities on offer today, job postings don't have to be rigid text, in which more emphasis is put on describing the company than on the person they are looking for the

position. Instead of or in addition to text, it can be a video or whichever possible content unit or content entity. If the information is brought forward in an extraordinary package, it helps the information spread with the active users of social media. There is no reason why sharing information through pictures and videos should not be utilised (Korpi, Laine and Soljasalo, 2012).

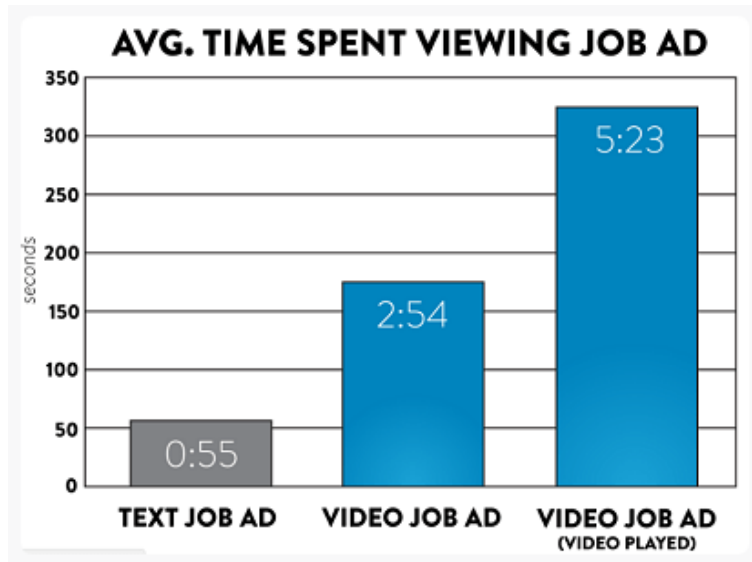


Figure 4. Average time spent viewing job advertisement (Ongig.com, n.d.)

Videos have advantages over text, by including by including stimulating images and sounds. This leads to videos having a longer attention retention time than a job advertisement with only text. As the Figure 4 shows, videos which start automatically playing keep the persons attention on average for almost five and a half minutes. This makes video a powerful medium for delivering the message the organisation aims for.

The content used for recruitment marketing can come in different forms:

1. Video of a colleague telling or showing the work atmosphere. A video shot on a phone camera in poor lighting is more believable than a professional video shoot.
2. Work environment can be described by content from company events: conferences, seminars, trainings or even pre-Christmas parties.

3. Career advancement, through personal interviews. Career advancement is one of the reasons to change jobs, it can attract new hires and retain existing skilled workers.

4. Advances in own work in the form of for example patents or innovation. It makes a big difference whether the information comes from an individual or the marketing team of the organisation.

5. Salary is rarely discussed publicly or with coworkers in terms of monetary sums. Mostly employer image is based on other things than salary, so other benefits can be described.

6. Other things that influence the company's image are what is spoken about the company, not only as a firm but as an employer. It is important that the image portrayed by the company matched its public image.

The most believable way to portray the above-mentioned things in social media, is to let employees produce content from their own perspective. This includes employee testimonials and videos shot by the employees (Korpi, Laine and Soljasalo, 2012). There needs to however, be awareness about what is posted in the name of the organization. While employees can be encouraged to post videos on social media about the company, a risk remains that some content may even be harming the image of the organization. Examples of these can be posting videos while under the influence or disclosing confidential information publicly.

Though there is a multitude of platforms and medias to bring out the employer brand, there are also other sources of information applicants use for researching prior to applying. Building an employer brand has now increasingly become more difficult as the audience is more critical. As Figure 5 shows, applicants rely more on first-hand accounts from current employees to get to know the employer they may be applying for. Thus, Dessler suggests that employers should include employee testimonials on the organisations' recruitment websites (Dessler, 2013a). Least trust is for testimonials of CEOs' and executives' accounts. The differences in trust levels between the sources are still relatively small.



Figure 5. When researching/evaluating a potential employer, who would you trust most? (CareerArc.com, 2016)

To get the information about the employer brand applicants are most likely to start the information gathering from the company's media outlets, as shown in Figure 6. In spite the availability of information in multiple sources, the applicants first research the organisation's own pages. This makes it crucial for organisations to give a good and long-lasting first impression.



Figure 6. Sources for where candidates search for information on employer brand. (CareerArc.com, 2016)

With increasing extent recruitment involves communication, marketing and building up the brand, and even sales. It is not enough that the company communicates with the certain group of skilled workers only when a need for recruitment occurs. Recruitment communication should be built with a long-term content plan and define the styles and channels, which is also case for any other communication and marketing effort. Image and brand awareness must be built sustainably with communication relevant to the focus group (Kaijala, 2016).

The job advertisement is often the first point of contact in recruitment marketing for a job seeker. To attract the job seeker to the position and to encourage them to learn more about the organization, it is usually better to include more rather than less information in a job advertisement. Job advertisements which have more specific job information are perceived as more attractive and more credible by applicants, and the use video and audio can bring the most impact (Dessler, 2013a).

One of the most powerful ways of providing information, is to give candidates a preview and first-hand knowledge of the work undertaken at the organisation. These kind of job previews or office visits are very useful but logistically difficult to organise especially in large volume recruitments, though open evenings and such events have been successful in some organisations (Roberts, 1997). Applying video to the concept of job preview can create a digital job preview which can include for example an office tour and interviews with employees. The digital preview can be either in prerecorded format or in real time.

While the job advertisement is a platform for advertising the organisation and the employer brand, the reason for posting a job advertisement is essentially announcing an open position. The job advertisement's main objective is to attract skilled candidates to apply for the position in question. As already discussed, additional aims of a job advertisement can be to improve employer brand and to attract future applicants and clients to find out more about the organisation. To maintain the interest and retention of employees, it can be useful to use realistic job previews (RJP) to provide complete information about the job and the organisation. Although it may seem logical for organisations to use this approach, it actually contrasts to the traditional approach in recruiting, as organisations downplay negative aspects and selectively present only positive aspects, in order to attract applicants (Werner and DeSimone, 2009).

RJP is seen more as a philosophy than simply a specific programme. In an RJP talking about both negative and positive aspects of the job has also been referred to as 'truth in recruitment branding'. According to the creator of the RJP idea John Wanous, the objective of this method is to increase new recruits' job satisfaction and commitment, and thus increase the likelihood of employee retention (Werner and DeSimone, 2009).

The timing at which point the RJP is implemented is important, and although not enough research is done yet as to which exact point gives most benefit, it is argued that it should be given as early as possible. As the early delivery seems to be the best approach, multiple media forms can be used, including videos, job ads, and online multimedia presentations. However, managers may see this as negative portrayal of the organisation and thus be less acceptive of using this method in the early stages, as in the later stages of the recruitment process there are less viewers for the RJP content (Werner and DeSimone, 2009).

The visual representation of jobs, companies and opportunities has become more practiced, and the channels on which the content is shown must also be determined. Increasingly Instagram is being used for recruitment, as it is easy to use, has a tremendous social following and is highly integrated across other social networks, due to it being owned by Facebook (Headworth, 2015). Sponsored recruitment marketing is becoming increasingly frequent on Instagram, and organisations are identifying target groups through interests on social media and search history. Facebook and LinkedIn also maintain a strong position as channels for announcing job positions and for recruitment marketing.

Another social network which is now one of the fastest growing networks among millennials is Snapchat. The picture and video-messaging app is different from other social networks as the messages, also called 'snaps', are only viewable for a limited period of time before being automatically deleted. This makes it challenging, but not impossible to use for recruitment. More challenging is to build a following for the company account, as only followers are able to see the 'snaps' that the company sends. The Snapchat Story feature may be the most useful feature of this app for recruitment, as it a story can contain multiple pictures and videos, which last for 24 hours before being deleted (Headworth, 2015). Snapchat may not be a suitable channel for many

organisations, but the multitude of social media networks provides organisations with options to choose.

3.2 Video résumé

There are many possibilities instead of a traditional résumé, or in addition to it. Different web identities can be used, for example LinkedIn profile or own webpage. As internet is involved in these alternate possibilities, it is also possible to use video to bring visuality (Korpi, Laine and Soljasalo, 2012). In addition to video being a part of an additional way to show identity, video résumés can be used as a form of their own. Video résumés are also referred to as video CV's and sometimes also as video applications or video cover letters.

Résumés are widely used for initial screening in the selection process. However, little research has been done on new résumé formats such as video résumés. Using multimedia in résumés, which have been previously only in paper or written form and using internet to distribute the video résumés, has possibly altered the nature of résumé screening. Hiemstra and Derous suggest that video résumés have turned résumé screening in some aspects more comparable to face-to-face job interviews (Hiemstra and Derous, 2015).

The use of video résumés enables the applicants to distinguish themselves more from the pool of applicants. This gives an opportunity to show off personality, talents and motivation towards the position. Video résumés are able to provide more information to the recruiter in the form of different cues of both visual and auditive information. However, the increased amount of information and cues obtainable from video résumés also contain non-job relevant information, such as the attractiveness of an applicant, which can effect on biases (Apers and Derous, 2017).

As with any new tool, there arises the question of its validity, acceptability and fairness. As video résumés are self-presentational in nature, some argue that the lack of structure may produce impressions of the candidate that are invalid. Therefore construct-oriented approach (approach in which a structured construct is used to form an interview structure) could improve validity; however, video résumés cannot directly be approached

in the same way as structured interviews. Construct-orientation can be implemented by the hiring organisation to set requirements for the content of the of the video résumé (Hiemstra and Derous, 2015).

Figure 7 is a caption of a job advertisement posted in September 2019 on the Finnish Duunitori.fi job board by the company Mehta Heino Industries Oy. The job advertisement included a request for a short video application, and the requirements set a specific structure for the applicant to follow. This represents a version of construct-orientation.

Please send us your CV and a short video application of max. 3 minutes where you:

- 1. Introduce yourself**
- 2. Tell us about why you want to join the Mehta-Heino team**
- 3. Tell us about how you can make a positive impact**

Figure 7. Video application request on Mehta Heino Industries Oy job advertisement (Duunitori.fi, 2019) Full job advertisement provided in Appendix 2.

Though video résumés benefit from structuring, using a format which is highly pre-structured can turn to have a negative effect. Restrictions such as allowing only to make statements on pre-defined topics and a limited time for answering, can account for some negative perceptions of video résumés. Heavy restrictions can cause applicants to view a negative relation between personality and video résumé's fairness/procedural justice perceptions (Hiemstra, 2013).

The résumé formats which have high information richness may more likely be prone to the effects of attractiveness, than résumé forms with lower information richness, such as paper résumés. A picture on a résumé has fewer visual cues than video, thus attractiveness is more difficult to derive from still pictures (Apers and Derous, 2017). This can cause bias in the selection process as physically attractive applicants get generally more favoured in job-related outcomes. These biases can further affect on other stereotypes in the selection process, such as if sex of the applicant effect on the way attractiveness is viewed (Hosoda, Stone-Romero and Coats 2003).

Several factors may influence on a job seeker's readiness to submit a video résumé, such as previous knowledge about video résumés, personality, socio-economic situation and education level. The results of the 2012 Hiemstra, Derous, Serlie and Born study showed that unemployed job seekers were more open to welcoming video résumés than other employed and higher educated applicants. It showed that due to the unemployed having a relatively weak labour market position, they were more willing to incorporate video résumés into their job search. Especially in the case of ethnically diverse unemployed applicants, the use of video résumés allowed them to compensate for language skills which may be limited or to portray acquired skills that have been attained outside of formal education, which would not come across as effectively in a paper résumé (Hiemstra et al., 2012).

Though the study showed that unemployed would be more favourable to using video résumés, the perception may be less affected by the factors of unemployment, such as the length of unemployment. Applicant perceptions may be more related to knowledge and skills through language proficiency and education, and attitude which may be affected by the ethnic identity. The results of the study have also been affected by the fact that the study group attended a training focused on video résumé creation (Hiemstra et al., 2012). Thus leading to believe that more introduction and information on video résumés could improve perceptions of this tool. The study did not go on to examine to which extent the study group actually used their video résumés in their job search and if it had a positive contribution to the job search, which can be a source for further research (Hiemstra et al., 2012).

Another study by Hiemstra has shown that a correlation exists between personality types of applicants and the adoption of video résumés. Extraverted people have shown positive perceptions towards video résumés, due to video résumés requiring strong presentation skills, especially in the Hiemstra 2013 study where the number of takes was limited to two, before the candidate had to send their answer. The extraversion personality trait may let the applicant be more accepting to the introduction of the tool. This should be considered by recruiters, as requiring a video résumé with the application may result in less interest to apply for the position by job seekers with introverted personality traits. This can have effects on the candidate pool and diversity of candidates. As the presentation and expressional skills may vary between introverts and extroverts,

recruiters should consider in advance the traits that will have most effect in the selection process (Hiemstra, 2013).

For recruiters the screening of video résumés is different from paper résumés. While videos are in nature meant to be watched from start to finish to get the full information from video résumés, paper résumés can be looked at in random order get a general view of the content. Thus, the main difference between these is the time needed for résumé screening. This poses a flaw for video résumés, as managers and recruiters do not have the time to go through the video résumés. If each candidate submits a 5-minute video résumés, screening through 30 applicants already takes 2,5 hours; compared to paper résumés, which can be screened with a few glances (Sullivan, 2007).

What also poses a problem for video résumés is that the recruiters and managers are generally resistant to change, as the way video résumés are treated is very different to traditional paper résumés. Video résumés are visual and verbal, and that is what they are concentrated on, and thus rejecting a candidate on weaknesses in these areas if the position doesn't require excellent verbal and visual presentation skills can be problematic. Additionally, problems arise in the assessment of video résumés, as these can vary greatly between applicants. Considering that not all applicants submit video résumés, also makes this tool difficult to successfully integrate as a part of the recruitment process. The quality of the video also plays a big part in the impression it leaves, as poor video production can negatively influence on the selection decision (Sullivan, 2007).

While directly sending a paper or video résumé to the recruiter is the traditional way of delivery. Now more often social media can be used to deliver the video résumé. LinkedIn is a social media platform that enables job search and the possibility for posting various content of text, picture and video. Increasingly people have started to post video résumés or introductions to attract possible employers in their network. An example of a LinkedIn video résumé is from a Finnish university student. Ida Ilkko, who describes herself as an extravert, had searched for employment unsuccessfully for several months, until in the spring of 2018 she posted her video résumé on LinkedIn in hopes to find a job in her own field of study. Her under two-minute video was viewed over 40 000 times, it received over 500 likes and 70 comments, and ultimately Ilkko received several phone calls from

recruiters and of those she got seven job offers (Glad, 2019). Recently it has become more popular for job seekers to opt to use LinkedIn as a platform to present themselves via a video. This way by also having built up a network with industry professionals, a video résumé can attract the attention of recruiters to offer positions from the hidden job market, in which jobs aren't advertised or posted publicly (Korpi, Laine and Soljasalo, 2012).

Other social media platforms may also be used to send video résumés. A new bar establishment Sober Lane D4 was opening in Dublin in the summer of 2014, and the owner decided to use a form of short video résumés for the recruitment of 20 bar staff. The owner felt that an impression is made within the first 10 seconds for bar staff. Thus, the platform for recruitment was chosen to be Snapchat, where videos are limited to 10 seconds, to make an impression. This method produced over 2000 applications, and the owner was able to successfully hire the staff for the bar opening. For many employers Snapchat with not be a suitable nor desirable channel for recruitment, it however shows that especially young job seekers are prepared to take on new approaches to the job search (Headworth, 2015).

Though one of the functions of video résumés is to show the personality of the applicant, it does not result in the recruiter being able to accurately estimate overall or specific personality traits (Apers and Derous, 2017). The video résumé can thus by some people be viewed as an unnecessary tool, because of the hesitance to adopt the tool and the inconsistency of assessment of the video résumés. Some of the aspects may however be affected and improved by the structuring of the video résumé (Apers and Derous, 2017).

3.3 Video interview

The traditional definition of an interview used during the selection process has been a face-to-face communication conducted to determine the qualifications of an individual for an open position (Huffcutt & Youngcourt, 2007). The advancement of technology has led to changes in the media for conducting interviews (Levashina et al., 2013). Today it is no longer limited to face-to-face and verbal interaction. With applicants coming from more diverse locations than in the past, the need for cost and time effective systems which

can overcome this hurdle, has given way for mediums using technology and alternative forms of interviews, such as phone interviews and digital interviews (Huffcutt & Youngcourt, 2007).

Video interview has now become a commonly used tool in the recruitment process. The term digital interview encompasses both synchronous and asynchronous video interviewing. The increasing acceptance of video interviews has been furthered by globalisation and digitalisation. The use of video interview tools is justified due to geographical distance, other difficulties in reachability, time saving or costs (Soikkanen, Sormunen and Stelander, 2015).

Digital interviewing involves interpersonal interaction that can be immediate (synchronous) or delayed (asynchronous) interaction. In synchronous interaction, both the interviewer and the interviewee participate in the interview at the same time and are able to interact, whereas in asynchronous interaction, the participation is not live, and the interviewer and interviewee participate in the interview when the schedule is convenient for them. For example, asynchronous communication and evaluation happens when the interviewee records their answers to the interviewer's questions. The recruiter then watches the video and evaluates the applicant to make a final decision (Levashina et al., 2013).

Alternative forms of interviewing do not present the full range of verbal and non-verbal cues to the interviewer as opposed to face-to-face interviews (Levashina et al., 2013). This refers to a theory of media richness, portrayed in Figure 8, in which media richness is defined as a medium's capacity to process information. Different types of communication media vary in the amount of richness they provide. Face-to-face communication is considered the having the most media richness as it allows multiple cues, including body language, facial expression, and tone of voice, as well as the possibility for immediate feedback so misinterpretations can be avoided. Phone medium is less rich as it excludes non-verbal cues but allows for feedback. Whereas written mediums lack audio and visual content, and the possibility for instant feedback, thus making it the least media rich medium. (Daft and Lengel, 1984)

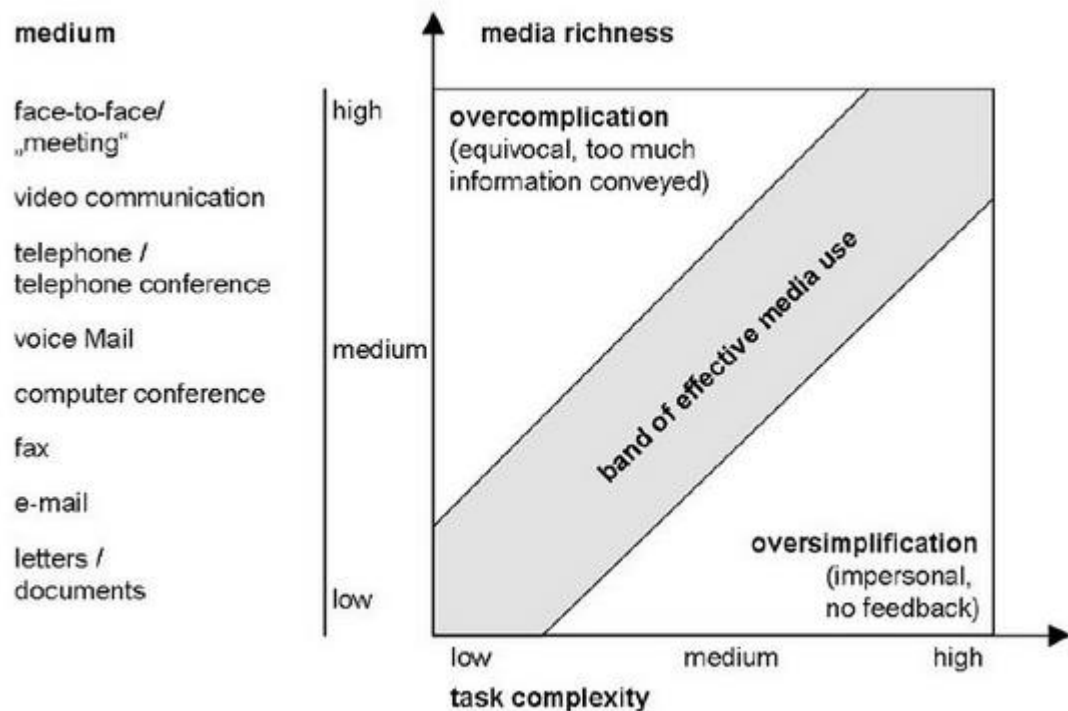


Figure 8. Media richness across different mediums. (Reichwald et. al., 1998: 57)

Video interviews can be placed between face-to-face and phone communication in the scale of media richness, as video provides limited non-verbal cues due to the constraints of the image in which video interviews usually only cover face and upper body of the interviewee. Because face-to-face interviews have more components, it can be beneficial for video interviews to be more structured to compensate for the lack of components (Levashina et al., 2013).

The digital interviews are prone to difficulties related with the use of technology. Video medium can display a noticeable delay or lack of synchronisation between the video and audio signals, with which particularly synchronous interviews can be negatively affected. This can result in changes to the interrelation of conversations, such as increased “turn taking”, less interactive and interruptive conversation, and the time a participant speaks in any one exchange is lengthened. Although with modern technology such problems have been minimised, occurrences of these can lead to the conversation to become less fluid and cause misinterpretations (Sears et al., 2013).

Video technology may additionally place a technological barrier between the conversation parties, and thus diminish the level of social presence in the interview. These negative aspects may compromise the applicant's perceived ability to bring out the best of themselves and can feel even more anxious in these interviews (Sears et al., 2013).

While the selection process concentrates on the recruiter's perceptions of the candidate, it is important to note that the market position of candidates has changed to give applicants and candidates the choice of employer. The recruitment process has taken on characteristics from sales, and the perceptions of candidates towards the recruiter and organisation effect the final selection decisions (Headworth, 2015). The use of video interview technology may negatively affect the candidate's perception of fairness of the interview. It can also cause the candidate to extend those negative perceptions to affect the candidate's impressions and interpersonal judgements regarding the interviewer. This can lead to perceptions of the interviewer to not only be less personable, but also less competent and trustworthy (Sears et al., 2013).

Alternative interview tools can be used to narrow the candidate pool. Phone interviews or video interviews can help in initial screening, if there are a lot of applications which fit the criteria but not enough time or resources to request for face-to-face interviews. These can be used to specify on education and work experience and ask about further details (Honkaniemi et al., 2007). The decision between phone interviews and asynchronous video interviews can be made based on time and reachability. Video interviews may be preferred if the candidate pool is large and there is uncertainty of reachability by phone due to constraints of office hours.

Often these alternative interviews can be used to clarify the group of most appealing candidates, who can further be requested for a face-to-face interview (Honkaniemi et al., 2007). The importance of face-to-face interviews has remained to be an extremely important part of a successful recruitment (Kaijala, 2016). While an application can be attractive, the candidate may be ill-fitted for the position for other reasons. Video interviews can help refine the pool of candidates by assessing demeanour, body language and communication style, allowing the recruiter to invite best candidates for a formal interview. (Hirsch, 2019) Thus, video interviews are generally considered as a

part of the selection process to give additional information to make an educated selection, but rarely as a tool to replace the face-to-face interview. In international recruitments however, due to the physical distances, synchronous video interviews through the use of Skype or similar platforms, are considered an acceptable replacement for face-to-face interviews. Additionally, if the position does not require face-to-face customer interaction and the job is conducted for example virtually from home office, video or phone interview is a good assessment of the candidate (Grensing-Pophal, 2019)

As an example of successfully implemented video interviewing, Hilton Worldwide, one of the large companies, had incorporated digital video interviewing technology to revamp its talent strategy, while looking for new ways to identify top workers in an increasingly competitive and global marketplace. The company says using video interview technology has helped it evaluate candidates better, speed up the time to hire, and cut interviewing costs. Within the first 1,5 years of adopting this tactic, they had conducted more than 12,000 video interviews, and accelerated the hiring process by approximately 3-4 weeks, as well as travel-related travel costs reduced by over six figures (Halzack, 2014).

The video interview tactic they have integrated is what they call an asynchronous “on-demand interview”, in which all candidates receive pre-built slate of questions to answer, and candidates can sign on to the platform at any time. This has eliminated the scheduling issue between recruiter and applicant, and allows recruiters to focus more on evaluating candidates. This is believed to have created consistency throughout the interviews and has improved the recruiters’ ability to accurately compare candidates. Everyone gets the same questions and same level of interview, thus the interview is believed to be objective (Halzack, 2014).

3.4 Rejection letter

The decision on how to communicate to a candidate that the organisation has not proceeded in the recruitment process, can have a profound impact on the organisation. Candidates who get poorly or no updates on the process, and who are not informed or are treated badly after the interview process, are likely to give bad reviews about the company to friends, family and social media. This can deter other people from applying for future positions in the organisation (Yeung, 2011). Rejection letters are unpleasant to

write, and sometimes recruiters forget to write or send them all together, which can be harmful to the company. As according to a survey in 2017 which surveyed over 1050 professionals about the current state and the future of recruitment, 64% of job seekers say that a poor candidate experience would make them extremely or somewhat less likely to purchase goods and services from that employer. Additionally, candidates who are not informed about their application are 3.5 times less likely to re-apply to that company (CareerArc, 2017).

Acceptable way of rejecting a candidate is to use the same medium that they have applied with to the company or in the medium that they have been communicated with by the organisation in the selection process. If a candidate has applied in written form through the career website or by email, then the rejection is sent in email form. If the candidate has advanced in the selection process and has been contacted by phone or has had an interview, then a more personal rejection by phone is advised. CEO of ClearCompany Andre Lavoie states that personalisation is important and advises that the best way to reject is to send a personalised message or calling them directly (Lavoie, 2016).

While little to no theory or published literature can be found on how video tools can be used in rejection of candidates, three companies providing video software for recruitment are providing video as a tool for rejecting candidates. CEO of RecRight Riku Malkki suggests that if video tools are used already in the interview process, then it is already the tool in place to send rejections. He claims that this way the candidate will feel that they have been paid attention to (Malkki, 2017). The idea of rejection videos originated from their clients, some of whom used the additional video message function for delivering rejection videos. Now this option is encouraged because it is natural to continue the conversation by video if there has already been dialogue in video form. It can differentiate an organisation by offering an option to faceless “no thank you” emails.

Croatian company TalentLyft say that using video tools for rejecting brings thoughtfulness, simplicity and creativity to the somewhat unpleasant experience to begin with. And TalentLyft goes along the same lines as Malkki, by claiming that companies can with a video rejection show they truly appreciate the candidate’s effort (TalentLyft, 2018). Tamara Grigg from VideoMyJob states that videos can be utilised multiple times

in different recruitments, because whether the face that is on the video is the particular recruiter's or not, the main idea is to show a human who represents the company delivering the message. Thus, the message feels more personalised and makes the experience easier for the job seeker than a basic email (Grigg, n.d.).

In addition to portraying a personal message, the video can include a call to action (CTA) to invite feedback and measure the candidate experience. This is a way for the recruiter or manager to get feedback on the recruitment process, by for example including in the rejection video an invitation to complete a candidate experience survey, or for unsuccessful candidates to contact the recruiter over the phone, to get advice and feedback on their own application (Grigg, n.d.).

In choosing the medium for delivering bad news it is also important to acknowledge how bad news is perceived through the different mediums. A study by Sussman and Sproull looked at the implications of using different communication media to deliver negative information, which has personal consequences to the receiver, such as a rejection letter from a work position. Their research focused on how computer-mediated communication (CMC) can influence the distortion of negative information. When the negative information is delivered face-to-face or by phone there is a bigger chance for the negative information to be distorted, as the recruiter giving the negative news may use negative politeness strategies to diminish the negative message. In CMC, more specifically emails, due to the nature of emails being asymmetrical, the negative information experiences less distortion, because the deliverer feels free to speak more bluntly (Sussman and Sproull, 1999).

With applicants being able to revisit the rejection letter, it gives less chances for the negative information to be interpreted wrongly. While email is considered as impersonal, CMC provides clearer medium for information. Thus, it can be presumed that a video rejection letter can provide clearer information, while including a more personal element.

3.5 Onboarding

Onboarding happens when selections have been made in the recruitment process. Onboarding is also referred to as employee orientation. The purpose of orientation is to

provide the new employees with the basic background information about the organisation and job, for the new employee to be able to perform their jobs, this can include corporate rules, tasks of the position, information about supervisors and the work community (Dessler, 2013a).

Today's onboarding programmes have evolved from traditional orientation, by emphasising that new employees learn to appreciate the company's culture and values. A good onboarding programme should ideally help new employees begin getting emotionally attached to the firm (Dessler, 2013b). Onboarding involves the training needed to start the work, but equally importantly aims to show the new hires the benefits of working for this organisation, to make them feel welcome and fully informed about the company. It also helps them integrate into their team and to give them the tools to begin contributing to the work (McConnell, 2018).

While it can be debatable whether onboarding is included in the recruitment process, it is evident that the recruitment process can be affected by the measures of onboarding. During the onboarding process the promises made during the recruitment process by the recruiter should be ensured. The sales pitch made to the candidate throughout the recruitment funnel should be realised. If the promises fall short, the new employee may question the decision of accepting the position. The employee may even depart early from the company – which results in a failed recruitment (McConnell, 2018).

Videos have been widely used in new employee orientation, however with onboarding and training moving to online platforms, the use of videos is changing. Corporate videos, television documentaries and award presentations are no longer shown as part of the onboarding (Westwood and Johnson, 2005). Video material is gathered from different sources including marketing, employer branding, social media and on the job situations, and those can be used as interactive training on online platforms. It has become an emerging trend to stream video clips as part of online orientation (Westwood and Johnson, 2005). The use of interactive and simulated technology in trainings is claimed to reduce learning time by an average of 50% compared to only reading material and attending training lectures (Dessler, 2013b). Especially in situations where the personnel are geographically disperse such online media and video tools are used (Dessler, 2013a).

The use of technology in onboarding and orientation programmes is popular among employers, with some employers putting part or all of their orientation media on the computer. Dessler gives examples of University of Cincinnati, where new employees spend about 45 minutes of the orientation learning about the employer's mission, organisation, policies and procedures in an online environment. Especially large companies which have several offices, such as ION Geophysical which uses an online onboarding portal solution called RedCarpet, use video streaming to provide a welcome message from the CEO or other managers and supervisors. Pictures and videos can be included presenting the key figures in the organisation, if opportunities are limited for them to be physically present for the orientation (Dessler, 2013b).

Diverse tasks and cultures in organisations cause onboarding practices to be varied and thus limited literature exists. The extent to which videos are used in onboarding requires further research. It can however be noted that video material, which is produced for employer branding purposes, can also be used in onboarding to provide the new hires a view of the employer and the culture of the organisation. Videos can also provide training material, which reduces the working hours of other employees to train the new hire. Depending on the organisation's onboarding practices, videos can either be positive addition or negative aspect, bringing more content to the orientation, or reducing personal interaction.

4 Future technologies for video recruitment

Artificial Intelligence (AI), Virtual Reality (VR), Augmented Reality (AR) and automation are not anymore terms from science fiction, but they have become the present and the future for the evolvement of technology. AI is already in use in many fields, including HR and recruitment, and plenty of examples exist of how it is being used in recruitment practices. Despite the relevance of artificial intelligence in the recruitment process, only limited research has been conducted on this topic. AI functions are used for recruitment tasks including CV screening, selection and rating of candidates from the applicant tracking system (ATS), chatbots for applicants to ask rudimentary questions, and searching online for matching candidates (Jacobs, 2019).

Artificial intelligence is a difficult concept to explain, similarly like human intelligence is difficult to explain; additionally, the concept evolves over time, and thus previous definitions are not accurate anymore. AI also presents itself in many different types and evolutionary stages from artificial narrow intelligence, to general, to super intelligence, which can also mix together. An AI can subsequently be defined as “a system’s ability to interpret data correctly, to learn from such data, and to use these learnings to achieve specific goals and tasks through flexible adaptation” (California Management Review, 2019).

An AI can be used to perform initial résumé screening and rating of applicants. This can bring about a shift in recruiter tasks and provide time efficient solutions. As the uses of AI technology develop, AI can be used in different stages of the recruitment process. One of the recent developments is the use of AI for analysis of video interviews. AI in video interviews is used to analyse audio to create a transcript and classify the text according to its semantic and/or sentiment characteristics, to help the interviewer assess the applicant’s verbal responses, degree of emotional engagement, and level of positivity exhibited, in comparison to other candidates. AI-based video interviewing tools can identify from recordings micro facial expressions and vocal intonations, which might not be detected by human interviewers. Visual data is divided in time-series slices and analyses the candidate’s emotional state over the period of the interview, identifying e.g. joy, confusion or other emotions, as well as their intensity compared to other candidates (Higgins, 2019).

Using AI-based video interview tools are said to help HR professionals to have greater insight than traditional interview techniques, on-board talent faster and more cost-effectively; in addition to avoiding some biases, providing equal opportunities to skilled applicants and reducing risk to companies (Higgins, 2019). AI however, as any new systems, may have flaws. An example of how using AI can go wrong in recruitment comes from Amazon, where the AI in the selection system was developed with a bias to discriminate against women applicants, because it tried to find candidates which represented its current workforce – men (Jacobs, 2019). AI can however be prone to bias as it learns from data which is potentially already biased which is fed to it. Whereas, financial services have received a lot of benefit from using statistical data for AI (California Management Review, 2019).

Virtual reality and 360-degree augmented reality may perhaps be the next advancement from gamification (Grensing-Pophal, 2018). Augmented and virtual reality have also come from the video game industry but have now been recognised for their practical value in other fields, such as HR, and have been recognised to have various possibilities of use in recruitment. These can provide realistic portrayal of the work environment and of the job itself, without even visiting the physical location. Compass Group used this type technology in 2016 by creating 360-degree video to combat a decline in candidate interest. Together with a company that specialises in VR experiences, they produced a virtual video to be used at e.g. job fairs to attract candidates. This media was available online as well as an immersive VR experience at job fairs and was targeted for their manager-in-training (MIT) program. As consequence the acceptance for their MIT program rose by 15% (from 30% to 45%) and also the quality of applicants improved. Also, their campaign generated more interest in their job fair booth, than giving out free pens (Grensing-Pophal, 2018).

The type of content in VR and AR videos may vary from giving a virtual tour of facilities, a bird-eye view from company events, 'typical day' in a specific job, to interviews with other employees. Stepping into the shoes of any career role and experiencing requirements of that role can be realised using virtual reality. Through this view it is possible to experience daily operations, office layout and even company culture. This can influence on a candidate's decision to accept the job offer or even to apply to the position in the first place, and especially in situations where the recruitment is long distance, and the candidate is not able to visit on site (Grensing-Pophal, 2018).

In 2005 Edenborough suggested that technologies allowing for the presentation of holographic images for communication could be in use in the future. These would allow a person to be holographically projected so that it would seem that they are in the same room and interact with them (Edenborough, 2005). This technology has not proceeded to be implemented in recruitment today. While new technologies and applications are emerging, not all new technology is feasible for implementation within HR and recruitment. It is, however, difficult to predict future trends and technologies.

New technologies and tools are more engaging for younger candidates, but there is no impediment why it would not work also with other demographics. And the applications

do not end with recruitment, but can be applied for on-boarding, learning and development and further aspects in HR and in other fields (Grensing-Pophal, 2018).

5 Data protection

In recruitment a large amount of personal data is processed, and it is necessary to keep this data protected. With a law on person registers existing in Finland since 1987, which defined where the personal information could be gathered from and where it could be given to, it has been necessary especially in the age of data and internet, to have laws to protect sensitive data (Finlex.fi, 2019). Similar laws exist in other countries, and new laws are passed to adapt to the current evolvments in labour and technology.

We share a considerable amount of personal information online about ourselves and information shared about us. And at the same time concern grows on how that information is gathered, stored, used and shared. Areas such as EU and Canada have had privacy laws since the mid-1990's, and the changes in data practices in the past few years have motivated these and other governments to review or update the existing laws in order to reflect current situations. These changes to privacy laws largely being fuelled by the growing concern from the public, that restricted information is being accumulated and used for purposes that have not been consented to (Piovesan, 2019).

In Europe the General Data Protection Regulation (GDPR) was put into effect on May 25, 2018. It has been drafted and passed by the European Union (EU) and is large and vast reaching. It imposes obligations on organisations no matter their location in the world, which target or collect data related to people in the EU (Wolford, 2019).

Other policies such as the United States Equal Employment Opportunity Commission (EEOC) protect applicants from discrimination. The EEOC states that asking for a photograph in the selection process falls under its prohibited employment policies/practices: "Employers should not ask for a photograph of an applicant. If needed for identification purposes, a photograph may be obtained after an offer of employment is made and accepted" (Eeoc.gov, n.d.). Use of video résumés or video interview tools in the selection process seems to go against this regulation. As video résumés are

predominantly pictures of the applicants, there are numerous possibilities for identifying the sex, race, age, disability and other characteristics information, which should not be accessible for the assessors (Sullivan, 2007). However, it is debatable if EEOC applies to video résumés as the law does not specifically prohibit the use of certain technologies such as video, but it focusses on what purposes the selection tool is used for (Dietz, 2019).

Using AI in the recruitment process can pose threats to data security, especially with new and alternative forms of résumés and interviews. The data collected from video interviews or video résumés is biometric information, and reflects a person's behavioural traits, which makes this data and its analysis highly sensitive from a privacy perspective. Especially as this assessed data may be stored for future use. Lawmakers have now begun to scrutinise companies developing and using AI-technology, and companies need to decide how to best address data privacy issues within their business, by considering developing clearly defined terms of service and/or privacy policies (Higgins, 2019).

As these systems have the capability to collect, store and use data of the applicant's voice and face, need arises for data protection laws. The state of Illinois in the United States has in May of 2019 unanimously passed the Artificial Intelligence Video Interview Act which addresses the threats AI poses to data protection within video interviews. This new law adds onto the Illinois 2008 Biometric Information Privacy Act (BIPA), other state privacy laws, and companies' internal data assurance and data privacy policies, to protect the sensitive data of applicants. Although the law looks good on paper, it is believed not to address the destruction of data derived from AI-based video interviews, but only requires companies to remove the videos themselves from their databases and those of third parties. This new Illinois law concerns those companies which (1) request applicants for agreement to record their job interview, and (2) those that use AI technology to analyse those recordings to base hiring decisions on (Higgins, 2019).

Example of where data protection failed within the video context, is the video résumé of Aleksey Vayner. In 2006 his video résumé submission was leaked to the internet, and it rapidly became a point of ridicule on the internet, even with the comedian Michael Sera making a parody of the video résumé (La Roche, 2013).

6 Current state of video interviewing – Interview with RecRight

As video medium is still a relatively recent phenomenon in recruitment, and the tool and use of it are developing in these years, an interview with a company working in this area was to bring perspective on the subject and to acquire accurate industry data on the research topic. In the interview conducted with RecRight CEO Riku Malkki on 7th of October 2019, Malkki provided information on RecRight's work with video interviewing tools in Finland, as well as thoughts on the industry in general. The questions used in the interview are provided in Appendix 1.

The company was started in 2011 and was first named Recruitby.net, the idea however of using video tools in the recruitment process started in 2009 when Barona thought of adding video to their recruitment. The aim was to bring more efficiency and quality into the screening process. Application of video tools in recruitment started with the video résumé and a simple box at the bottom of the job advertisement stating: "please upload your video CV here". It became clear though, that the video résumé needed a clearer direction and purpose. This is supported by Hiemstra and Derous, in which they state that video résumés benefit from structuring (Hiemstra and Derous, 2015). This led to the company deciding to move in a direction of dialogue between the recruiter and applicant, in which the recruiter provides questions and to which the candidate is then better able to produce a video answer.

RecRight's value proposition is in line with the general idea of video recruitment. Malkki states that RecRight "helps companies and organisations recruit faster, with better quality, more efficiently and at the same time saving as much as 50-60% time in the screening and interview phase. [Their] ambition is that companies actually find more suitable candidates and through that they find more suitable employees to their organisations." With 90% of RecRight's clients solely using pre-recorded video interviews, that is their main service. Client types using video interviewing can be divided in three groups: companies that recruit themselves, staffing and recruitment agencies, and the public sector. While video interviewing is used for a multitude of industries and positions, it is most advantageous and favoured for recruiting customer facing roles.

As a SaaS (Software as a Service) company, they provide the service which operates in the cloud and with subscription model agreements. This means no necessity for additional installations or implementation projects. It also means that clients can opt to buy and use the software from anywhere in the world. Being the only video interviewing vendor in Finland and a leader in the Nordics, with about 400 clients, RecRight has had a good market position to expand more internationally. With 5-7 competitors globally and different markets maturing in different rates, Malkki sees that “video interviewing is trending at the moment”, and thus also the potential for growth.

Malkki identifies two ways video interviews can be organised, the humane way and hostile way. RecRight’s humane approach allows candidates to see the questions beforehand and have a chance to think and formulate an answer. Candidates can also retake the video if they are not satisfied with their response. This approach has been effective in the candidate experience as Figure 9 shows, with over 80% being satisfied with participating in a video interview. The hostile approach, officially named the sequence video interview, does not allow for candidates to see the questions beforehand and the time for formulating an answer is limited, which can create pressure for the candidate. In some regions and countries this approach is requested by companies.

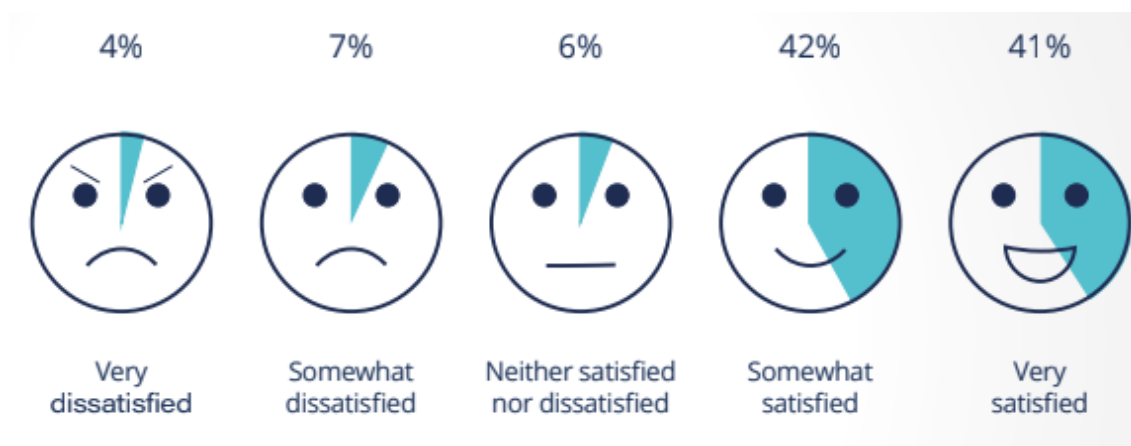


Figure 9. How satisfied are you with video interviewing as a method? (RecRight, 2019)

One of the problems facing video interviews is the lack of skilled applicants. Which is supported by Headworth stating that skilled applicants are in the market situation where they have the power to choose their employer (Headworth, 2015). Video interviews are a tool for masses and the tool works best with recruitments in which candidate amounts

are 20-30. The current lack of expertise and skilled workers is not an ideal situation for a video interviewing vendor.

RecRight has not yet implemented AI in their video interviewing, but Malkki sees it as a probable future development. The technology needs to be at a sufficient level of quality for RecRight to introduce it to its customers, meaning high standard automatic profiling that includes facial analysis, emotional analysis, tonality of the talk and speech.

RecRight is one of the few companies that provide video rejection letters, but the idea of it originated from their clients, some of whom used the additional video message function for delivering video rejections. Now this option is encouraged because it is natural to continue the conversation by video if there has already been dialogue in video form. It can differentiate an organisation by offering an option to the faceless “no thank you” email.

The increasing amount of international recruitment has made the world become smaller as overseas recruiting and recruiting from different countries is becoming a norm. The future for video interviewing and the use of video tools in recruitment is increasing as markets mature. While Finland is one of the early adopters of video technology in the recruitment process, other countries such as Sweden have followed. The growth is not exponential, but it is persistent, as other countries and organisations in them adopt video tools to their recruitment processes.

7 Conclusion

This paper focuses on the use of video tools in the recruitment process and the potential benefits they might provide for recruiters and organisations. The research and literature review, together with qualitative research in the form of an interview, have demonstrated that the use of video tools does provide a positive impact on the phases of recruitment described in this paper. However, several considerations impact on the decisions of organisations on whether to implement these tools within their recruitment processes.

Research shows that the use of video tools is becoming more popular within recruitment, as markets around the world mature and the technology becomes more readily available to people. Clear advantages transpire from incorporating video tools in the recruitment process, which can reduce the cost and time of the recruitment process. The tools allow for additional information to be delivered for both the candidate and organisation, which allows for better decision making.

To answer the hypotheses presented, the findings in this paper partially support both presented hypotheses. The first hypothesis is confirmed by Riku Malkki, on the fact that video interviews are used for customer facing positions, however it is not limited to these and video interviews can be utilised in various industries and organisational levels. The second hypothesis can be confirmed, as video tools are used as part of the screening process, and they do not fully displace other screening functions.

With the information gathered and presented in this paper, organisations can evaluate if these tools should be adapted into their HR strategy, based on needs in recruitment marketing, screening process, communication and candidate experience. The research provides information about both benefits and negative aspects of incorporating video tools and related technology in the recruitment process, providing with base information for organisations and recruiters to evaluate if these fit their specific needs.

In conclusion, video tools have been present in recruitment already for a considerable period of time, and their utilisation is on the rise. However, there has been limited research on video tools specifically and their potential to bring added value to the recruitment process. The lack of available research on the topic has created with limitations to the extent of work. Thus, more research is needed on the use of video in the various phases of the recruitment and selection processes.

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**Interview questions for interview with Riku Malkki, CEO of RecRight
on 7 October 2019**

History and development of the company to this date?

In which geographical areas does the company operate?

Amount and type of clientele?

What is the company's position in the market in comparison to competitors?

What type of products/services does the company provide?

What is the price range for these products/services?

What do you see for the future of video tools in recruitment?

How do you see future technologies impacting the company and the industry?

What kind of opportunities and threats face the use of video in recruitment?

Job advertisement of Mehta Heino Industries Oy [Accessed 27 Sep 2019]**Sales & Marketing Trainee**

Mehta Heino Industries Oy - Espoo

Julkaistu 17.8. (4 päivää jäljellä)

Suosikiksi

Jaa

Hae työpaikkaa**Työpaikkakuvaus**

Mehta Heino Industries Oy was founded in 2015 and aims to bring reliable and easy to use 3D Printing machines combined with AI & Machine Learning. We aim to bring 3D printing as easy as 2D paper printers are today at affordable prices. Get to know us better here: www.mehtaheino.com

Are you our next Sales & Marketing Trainee?

We are a tight team of five people with diverse backgrounds. Currently, we are looking for a passionate Sales & Marketing Trainee with a fresh view to join us in our fast growing start up at Otaniemi campus (Aalto University). Our customer base is growing and as a Sales & Marketing Trainee you will be helping to communicate with new and existing customers and giving your opinion on marketing materials. You will be working closely together with our two founders and participate in internal and external meetings. Ideally, we are looking for a full time trainee, but part time traineeship can be negotiated.

What we are looking for:

- A completed Bachelor's degree
- A fast-learner with a can-do attitude
- Excellent communication skills, both written and verbal (Native Finnish speaker & fluent in English)
- Active advanced use of MS Office (Word, Powerpoint & Excel), knowledge in graphic design programs would be an advantage
- Up to 1 year of sales/marketing experience
- Must be able to within a team, demonstrate initiative and be proactive in seeking solutions to problems
- Passion for sales & marketing, technology and innovations

Key Responsibilities

- Preparing reports and presentations
- Contacting customers via email and phone
- Participating in the events and customer meetings

- Creating engaging, multi-platform marketing content and marketing materials such as case studies, newsletters and product descriptions
- Updating and maintaining the CRM tool

What you get when you join us

- Experience in a fast-paced, technology driven and international startup environment
- Best support we can provide, and help in growing as a marketing and sales professional
- Flexible working hours
- Competitive salary

Please send us your CV and a short video application of max. 3 minutes where you:

1. Introduce yourself
2. Tell us about why you want to join the Mehta-Heino team
3. Tell us about how you can make a positive impact

Please send your application to santosh.mehta@mehtaheino.com. If you have any questions, please contact Founder Santosh Mehta on +358 44 975 2505 between 9 am – 5 pm.