



White Paper

Unmuddying The Waters Of Video As An Employment Tool

InterviewStudio.com

**Colleen Aylward
August 30, 2008**

UNMUDDYING THE WATERS OF VIDEO AS AN EMPLOYMENT TOOL

The Situation

The market in which video tools are used for employment purposes is getting more and more crowded which, of course, means more and more murk and confusion. Throw in clever advertising and the waters become even muddier.

In this article, we will attempt to un muddy the waters around all these “video use” products for the purpose of proposing some common language tools in this fast growing market. We invite your input to collaboratively create some new guidelines and assistance for use of these tools.

At the base level, some products simply convert a written resume to a “talking resume” whereby the job seeker virtually recites (in front of a video camera) the information typically included in a traditional resume.

The next level up in new tools in the video category allows job seekers (we’ll refer to them as the *consumer* market) to create a multi-media profile of themselves for viewing by an employer. These ‘cool tools’ for the consumer, sort of the “Facebook meets Resume” approach, are meant to entice job seekers to use them by adding the fun factor to the drudgery of resume writing. They allow for all sorts of creativity and personality on the part of the job seeker - from choosing cool Font colors to uploading canned videos created elsewhere.

On the flip side from the consumer tools are those focused on improving the *employer* screening methodology – tools that save time and travel dollars in the interview process and provide a lot of the due diligence needed to do thorough screening.

Due Diligence has become a HOT topic in hiring over the last several years because:

- the lack of due diligence has been identified in the “cause and effect cycle” of corporate retention and attrition problems;
- the internet is now providing access to free sources of information about candidates (Facebook, LinkedIn, Zoominfo, etc.) making it easier to find out about potential employees before hiring;
- the old adage of “It’s not what you know, but WHO you know” is alive and well in the job market, proven by the recent surge of social networking in the job hunting arena; and
- Diversity quotas and the recent OFCCP guidelines create further need for due diligence and the capture of that trail of information.

For years employers have wanted access to all kinds of information about candidates before they spend the time or money on interviewing. But it hasn’t been legally possible or even acceptable until candidates started volunteering this information online. It hasn’t been that long since the shock of [facebook](#) and MySpace created vehement pushback from parents and paranoid HR managers. Now it’s nearly an accepted practice to peruse these sites for due diligence about potential hires.

So here we have it. On the one hand, Job Seekers are creating clever profiles of themselves using the multi-media tools that have advanced to “easy to use” status. And on the other, Employers are just beginning to think about how to accept these profiles -- How to treat them as applications. How to store them. How to restrict viewing access for discrimination and culpability. How to incorporate them into their existing ATS (applicant tracking systems).

Let’s explore these tools that are available now on a widespread basis.

Tools for Employers

Company Branding Videos (outreach marketing to candidates via videos, SMS messaging, email and text about the workplace and/or the job openings that appear on Employers' Career Pages)

Products/services in this category are meant to provide Employers with a new digital marketing tool, in large part to attract the generation of future employees who are Gen X and Gen Y and have grown up in the multimedia world. These vendors will take whatever still photos, images, or videos your marketing department has and turn these into an employment marketing video for you, or will provide videography services to help you create a video about how cool it is to work at your company. These videos usually appear on the Employers' main Career Page, and some vendors are even providing mobile messaging services to push job listings out to mobile devices.

- [RecruiTV/Wetjello](#) (a division of Livemercial) RecruiTV combines video concepts, social networking and dynamic web media to "push" your Employer job listings out across the web to targeted job seekers. They can take your existing media (print, video, audio) and turn it into an employment branding video for your Website Career Pages, or can help you create text and other media to send out via mobile messaging to potential new employees' mobile devices.
- [CareerTV](#) Based in SF, is an interactive website designed to help college students and young professionals get jobs at companies they are interested in. CareerTV partners with over 500 college and university career service centers. Also incorporates a nationally syndicated half-hour TV program on college and university television stations. Employers can upload videos about "What it's like," and "What it takes," to work at their companies.)
- [TalkingJob.com](#) (a division of i-teba Group out of London) TalkingJob integrates mini-video clips (that can be produced internally with an internet enabled PC and web cam) with any text/web-based information on the right-hand-side of the screen, such as Company Introduction by the CEO, Department Manager explaining the role and a Team Member describing what it is like to work for the organisation. TalkingJob can be integrated with existing systems such as an online application form. TalkingJob multi-media pages can be placed as a link from a job board or corporate website, as well as a unique web address on hard-copy advertisements.

Candidate Screening Tools that Include Video (replaces or enhances the traditional resume screening methodology for use by internal or external recruiters)

1. **"First Interview Replacement"** (includes resume, previously-taped video interview with job seekers answering specific questions, and other documents or links for upfront due diligence before bringing the candidate in for a face-to-face interview)
 - [InterviewStudio](#) A Seattle based company that offers a comprehensive tool for Employers and Recruiting Firms that replaces the traditional first half of the candidate screening process. Employers request pre-built Candidate Showcases which include (all on one screen) the resume, endorsements, results of a 5th generation Assessment test, a video-taped interview, salary and preference data, LinkedIn Profile, button links to Google's information about them, their portfolio docs, their blogs, their websites and any other information they choose. Recruiters view all this due diligence upfront, replacing the resume review step, the phone screen step, the first interview, the social network checking step, and the personality testing step. Candidates for second or final round are chosen within the first few weeks of the search.
 - [InterActive Applicant](#) A Canadian company providing a hybrid of video interviewing tools with some basic Applicant Tracking Systems (ATS) and Job Board tools. This product allows Employers to purchase "job postings" within the InterActive Applicant system (similar to a job board such as

Careerbuilder or Monster), and directs applicants into the InterActive Applicant system instead of the Employers' ATS system. Once inside the system, the job seeker gets 60 seconds to answer Employer-provided questions either verbally, in written form, or on video.

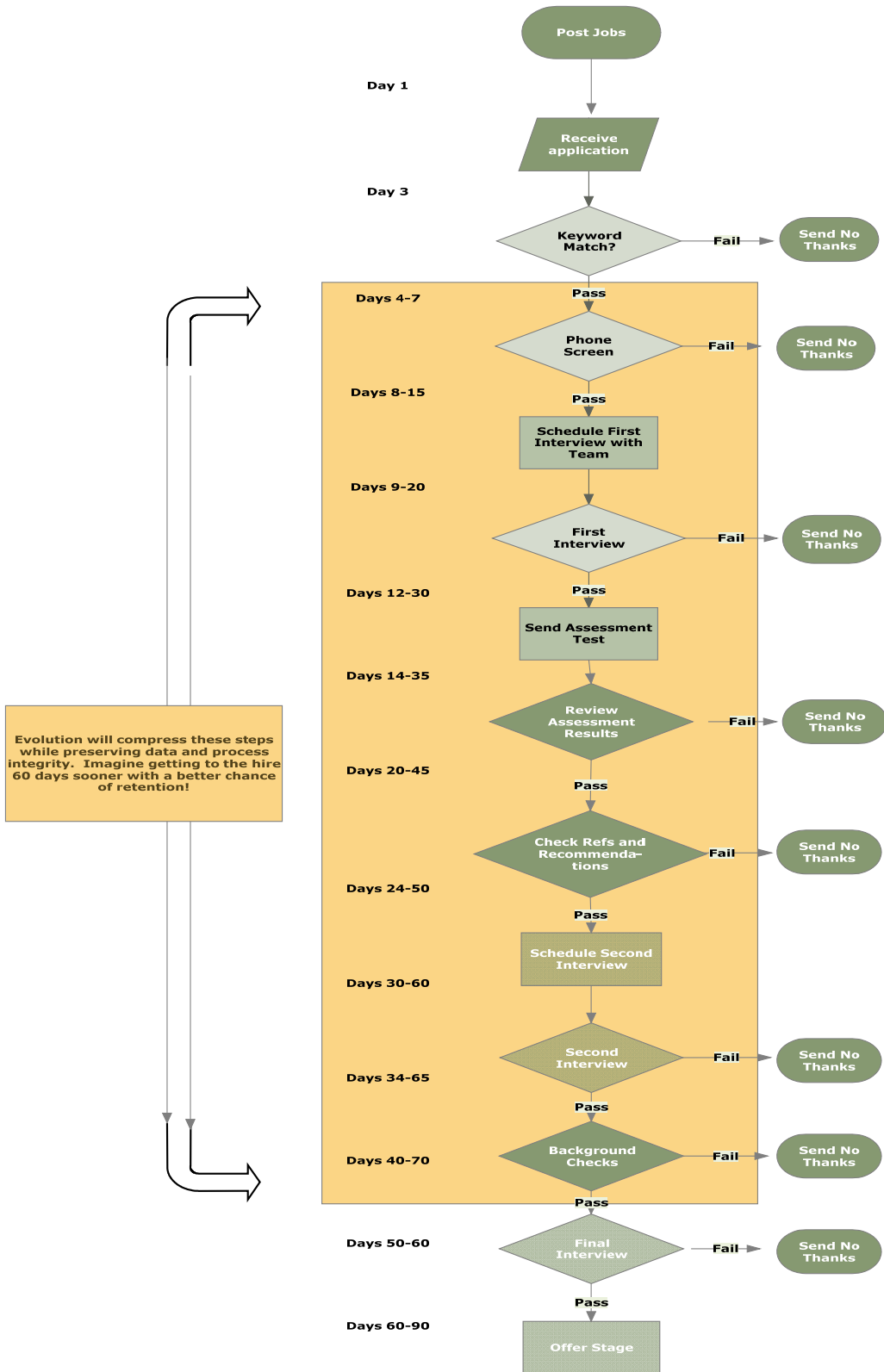
2. **"Finalist (or semi-finalist) Live Webcam Interviews"** (used AFTER the initial resume review and due diligence processes on first-round or second round candidates in order to further narrow the finalists to a manageable number to bring in for final interviews. Free for candidates. Employers pay to interview them live)
 - [LiveHire](#) Based in NJ, LiveHire has built a chat-room-like product that lets an employer instantly connect and chat with a candidate live via webcam. Target market is currently university students. Both ends need a webcam, access to the internet, and Flash loaded on their computers. During the live session, employers and candidates can "file share" or show documents in the shared work area on the screen (which they call the "Interview Room") such as a resume or a job description. Interviews can optionally be recorded and saved by the employer for viewing later.
 - [CareerCam](#) Launched in the fall of 2007, CareerCam allows employers to conduct live video interviews with students at 50 colleges across the country. CareerCam has built a web application that leverages an API for WebEx, allowing employers to schedule and manage live video interviews. During a live video interview, two or more webcams can be engaged and employers and students are able to share documents (such as resumes), web browsers and applications. Live video interviews take place outside of CareerCam servers, strictly between the employer and the candidate over WebEx. The interviews can be recorded on the WebEx platform and saved on the employer's servers or on CareerCam's servers through a Command Center that CareerCam provides to each employer.
3. **"Finalist (or semi-finalist) Canned/On Demand Webcam Interviews"** (used AFTER the initial resume review and due diligence processes on first-round or second round candidates in order to further narrow the finalists to a manageable number to bring in for final interviews)
 - [HireVue](#) Headquartered in Salt Lake City, HireVue contracts with employers to send webcams and interview questions to their finalist candidates for a job-specific webcam interview. These candidates answer the questions on video or in writing and the answers are uploaded to HireVue system for online viewing by employers. Candidates can also upload work samples, any test results they may have from elsewhere, and a resume for the employers to view. Employers get a dashboard where they can search through the candidates and make comments and rank them for fit for a particular job.
 - [FaceHire](#) A hosting service for employers who want to ask their candidates to upload a video but don't have their own infrastructure to handle the video storage or viewing.
 - [InterviewScreen](#) One of the InterviewStream group of products out of Pennsylvania, InterviewScreen is a website for Employers to use to create online interviews by choosing from a library of questions, and then inviting candidates to take the online interview using his/her own webcam. These video interviews can then be viewed and ranked by hiring managers logging into the InterviewScreen website.
 - [InterviewOnDemand](#) A website that offers employers the ability to create an interview template by adding their own questions to a job file, then send an email invitation for a candidate to "take the interview". That candidate has several days to find a webcam, record their answers to the questions that were emailed to them using the software that came with the webcam, and then upload to the InterviewOnDemand website for viewing by the employer.

* Note: none of these new vendor products has yet published their contents as a public subscriber database for Employers or Recruiters to browse. Some store the contents of their work product (the applicant's resume, video interview capture, assessment test results, references, etc) in a Dashboard for the Employers/Recruiters to view. The searching capability to date is within the Account Holder's Dashboard and allows the user [Employer or Recruiter] to click on a name or an image of an applicant to bring up their showcases for viewing.

You can see from the chart above that many vendor tools share the same goal: To cut out unnecessary time-consuming steps in the traditional hiring process, save money on interview travel for those initial interviews, and increase the chances that the final round of interview candidates will all be highly qualified for Employers' hiring needs.

Let's take a look at the traditional interviewing process (see chart below). Notice the huge area of this process affected by these new technologies.

Traditional Interview Process



What is interesting is how much time and money could be saved by this evolution (or even "revolution" with some products like InterviewStudio) of the traditional recruiting and interviewing process. Imagine a time in the near future when those candidates with only a resume will be considered LAST (or not at all), just as the faxed paper resumes are today.

Picture the process above being compressed into 30 days instead of 90 by foregoing the phone screen and the first in-person interview. We don't need them anymore as a front end parsing system. All the due diligence we need in order to decide to bring a candidate in for a face-to-face interview can now be found in these 'mash-up' tools that combine the resume, answers to questions, a video depicting communication and thinking style, and perhaps even some endorsements upfront.

Imagine Recruiting Firms creating content-rich Candidate Showcases to submit to their Employer clients instead of resumes and write-ups. Even further, jump ahead to the time when Employers will demand these data rich types of multi-media submittals upfront, in order to save interview travel time and dollars, and avoid the guesswork of their recruiter's ability to make the perfect match.

Think of the time saved by getting a sneak preview of test results, speaking skills, mental problem-solving skills, and co-worker endorsements upfront. How many times has a candidate been flown in to interview with the team, and a mismatch in style or communication is detected in the first 5 minutes of the 6-hour round? By that point, the Employer is obligated to spend time with that candidate to the tune of tens of thousands of dollars wasted in interview travel, accommodations, HR time and interview team time.

As a quick aid to choose which products to consider for your particular Employer's needs, here is the same chart with specific vendor tools placed where they offer the most productivity, either in replacing that traditional step in the process, or enhancing it.

Traditional Interview Process



Day 1

Post Jobs

Day 3

Receive application

Days 4-7

Keyword Match?

Fail

Send No Thanks

Pass

Days 8-15

Phone Screen

Fail

Send No Thanks

Pass

Days 9-20

Schedule First Interview with Team

Days 12-30

First Interview

Fail

Send No Thanks

Pass

Days 14-35

Send Assessment Test

Days 20-45

Review Assessment Results

Fail

Send No Thanks

Pass

Days 24-50

Check Refs and Recommendations

Fail

Send No Thanks

Pass

Days 30-60

Schedule Second Interview

Days 34-65

Second Interview

Fail

Send No Thanks

Pass

Days 40-70

Background Checks

Fail

Send No Thanks

Pass

Days 50-60

Final Interview

Fail

Send No Thanks

Pass

Days 60-90

Offer Stage

Tools for Job Seekers

Not to be dismissed, there are many employment-oriented tools now on the market that are targeted at the consumer – the candidate themselves rather than the employers. Most of them focus on “video” and the entertainment and grab value of visuals, incorporating the popular social network data themes of “putting it all out there” and garnering the most attention. And most of them are targeted to the younger generations, who have grown up on multi-media, multi-functioning devices, and “technology convergence”.

This is not to say they don't have value. The interview practice tools like InterviewStream are providing college students and first time job seekers a valuable way to get ready for real interviews.

Video Resumes, however, add little value in that they are often [scripted by someone else](#) for the candidate (a videographer, a career coach, or a recruiter) or are simply a recitation of the resume text in front of a video camera. And the candidate is well versed in what they are expected to say on camera. (This is in contrast to “Video Interviews” which are incorporated into several of the Employer Tools above, and offer that timed first-interview reality of unknown questions. Video interviews offer the employer and recruiter a good feel for genuine personality, quick-wittedness, ability to process verbal information, communication skills in their native form, and even humor.) See also this link regarding the difference between video resumes and video interviews: <http://hirevue.com/document.php?action=videointerviewsvideoresume&>

Enter the most interesting set of Job Seeker tools, the Profile Building tools... which are just in their infancy. These are platforms or “blank canvasses” or “dashboards” provided online to Job Seekers (or any consumer) to create their own profile that they can then send out to anyone, anywhere, for any reason.

The Job Seeker has total control over their profile and can include their facebook entries, their photos, their calendars, phone books, resumes, videos, and artwork, chat logs, etc. in any color scheme or type font or design layout they choose.

Differing opinions exist about the practical use of these profiles, and the liabilities that are inherently imposed on employers for accepting them as applications for jobs. See last section in this article regarding EEOC and OFCCP compliance regulations.

So, these are the broad categories of JOB SEEKER tools on the market, and a short description of each.

1. **“Interview Practice Tools”** (especially for novice job seekers and/or college students/grads). These are online systems wherein job seekers can practice interviewing in front of a camera for constructive feedback from professors or other chosen viewers)
 - [InterviewStream](#)
 - [InterviewOnDemand](#)
2. **“Video Resumes”** (one step up from a written resume, these online tools video tape or audio tape a candidate “talking” their resume points and allow the job seeker to send these tapings to employers)
 - [InterviewClips](#) Are professionally taped videos – in a video center in SF -- of job seekers answering a few basic job interview questions. Staff will coach job seekers before taping. These tapes can then be sent out over the internet to employers.
 - [TalkingCV](#) Based in London, TalkingCV is part of the iteba Group and targets the Candidate and Recruiter market. A TalkingCV profile consists of the Candidate's resume and a webcam video he/she creates on the TalkingCV website. Candidates develop their own script for their video or respond to structured questions if requested by a recruiter.
 - [Jobaria](#) Jobaria allows Candidates to create a webcam video interview on the Jobaria website based on the job function they are interested in. Responding to up to ten questions, the Candidate creates the video on line and is given a URL link to incorporate into their resume.
 - [CBVideo Resume](#) Owned by Gannett Co, Inc., Tribune Company, The McClatchy Company, and Microsoft Corp., CareerBuilder.com offers an online and print network to help job seekers connect with employers. Their video resume product allows Candidates to upload a webcam-based video (that they have created elsewhere with some other program) to their CareerBuilder profile.
 - [myWorkster](#) A New York based company, MyWorkster promotes the establishment of University Networks that foster student/alumni interaction. Students/Alumni can create a webcam-based video (using some other video software program not available on myWorkster site) which can then be uploaded into their MyWorkster network profile and becomes available as a link to include on their resume.
 - [VideoResume](#) A site that provides a venue for people to host and stream their videos on any topic. Individuals/Candidates can create videos elsewhere using any video software they choose, and then upload them to this VideoResume site where they can be viewed or shared.
 - [CVTV](#) Based in Toronto, CV.TV is an international employment agency focused on identifying individuals from around the world who have interest in working in Canada. Candidates create their text resume online or can upload an existing traditional resume into their CV.TV profile. The candidate can also create a video elsewhere using some other video producing software program and then contact an affiliate of CV.TV to upload their video into their account.
 - [SavvyPaper](#) SavvyPaper's professionally enhanced video resumes combine moving text along with the spoken message to capture both visual and auditory attention. SavvyPaper helps design, create and produce an enhanced video resume, by offering a choice of PowerPoint-like background templates and a selection of colored moving text fonts to play along beside your video resume on the same screen. Candidates upload their video resume into the SavvyPaper system and then choose which templates to combine with it.
 - [Video Snapshot](#) Candidates can plug in their own webcam to their computer and log into the Video Snapshot system to create their video resume answering certain questions, then review and re-record until perfected. The system then provides a URL address for that video so the candidate can insert that URL link into the text of their resume for

employers to click on and watch. Video Snapshot is a sister company to InterviewStream and shares their technology.

- [Jobrific.com](#) Allows job seekers to upload a video resume they have created elsewhere and Jobrific will create a profile page for the job seeker with a private or public URL to use when applying for jobs.
- [FutureResume](#). Candidates can create a video resume elsewhere and upload it to this site, or go to the FutureResume office in Newport Beach, CA and have their staff videotape the candidate talking about their background and aspirations. They even provide a script. They call this a "video introduction". Employers can view the video and click a button to schedule a live video conference interview.

3. **"Personal Profile Building Tools"** (*Not necessarily just for employment purposes but for a richer social networking profile, these are sites that offer colorful templates to job seekers for building an entire social profile of themselves including photos, resumes, hobbies, charts, uploaded video streams about anything. But they do not include any video interviewing facility.*)

- [VisualCV](#). A VisualCV is a free, online multimedia digital resume that lets an individual embed images, sounds and documents, and then send this template to anyone through email. Recipients click on the URL in the email and view the template which, for the majority of users now includes a traditional resume in colored fonts and a photograph of the job seeker. If the job seeker has other media, such as documents or videos produced elsewhere, they can upload them into this template.
- [ProfileBuilder](#) (Developed by an investment company, Privatas Equity of Detroit, after meeting with several startup vendors doing similar things, the site provides anyone with an online personal profile page in a dashboard format. Users can create links to their facebook, MySpace, Friendster, LinkedIn, eBay, calendaring, photo sites, blogs, favorite web pages, birthdays, event reminders, so they will have everything about themselves in one "catalog" page on the web.)
- [ResumeVideo](#) (Founded in the New York City area, this company will film your interview, and allow you to upload a resume and other documents to create an online profile to send out to employers)

4. **"Video Distribution Tools"** (websites that allow jobseekers to upload videos of themselves and either be placed in a searchable database and/or use online distribution channels to send these videos to employers)

- [Workblast](#) (allows job seekers to upload a resume, a photo of themselves and a video to send out in a "blast" email campaign to employers of their choice)
- [Vault.com](#) Headquartered in NY, NY, Vault is a career information portal that allows candidates to upload a previously built video resume (created through some other video producing software program) into their Vault account along with their text resume.
- [ResumeTube](#) A video hosting site, ResumeTube allows Candidates, Employers and Universities to upload previously created videos (video resumes or company branding videos or college marketing videos) to the ResumeTube site. A URL is provided which can be included in a text resume or company brochure.
- [JobMatchPro](#) A service of Web2Corp and based in Orlando, Fla., JobMatchPro is a job matching service that allows Candidates to post their text resume and to upload a previously-built video (created elsewhere using some other video producing software program) to their JobMatchPro account. Candidates can keyword search for posted jobs and employers can keyword search posted resumes.
- [YouTube](#) Founded in February 2005, YouTube is the premier destination to watch and share original videos worldwide through a Web experience.

What are the Issues of These New Tools?

Broadly speaking, the Tools for Job Seekers could be said to be simply a) adding the multimedia factor to a resume – a competitive edge for the more creative job seeker to stand out in the crowd of candidates – and b) adding the power of the internet for distribution of these multi-media resumes as prolifically as Careerbuilder and Monster allowed the traditional resume to be pushed out to Employers in the 90s.

One can readily see the issues these fun “job seeker creations” are causing on the front end:

- **Logistics Issues**

- How to handle the future volume?
- What to do with them at the front end of the process if they are all in different formats, using different media types, and containing different information about candidates?
- Where do you store them? Which ATS systems accept them and store them [since most ATS systems are set up to automatically capture any attachment as a “resume” and parse for keywords while inserting into the candidate record]?

Since Applicant Tracking Systems (ATS) store candidate data in database fields, there could be a fairly straightforward answer to the storage of these extra profiles if they can be stored as a URL in a user-defined field or in an ATS-defined field such as “enhanced profile”. However, since the basic unit of data in most ATS systems is the text resume, these would have to come along into the ATS with a normal copy of a resume as well so that it could be parsed into the keyword recognition function of the ATS.

The volume issue would be similar to the current situation: the easier technology makes it to send a resume or profile out to a mass of employers, the more volume the employers will expect from these distribution centers as well.

- **Legal Issues**

- How do you view them with any equity or comparison matrix?
- Whom do you allow to view them?
- And what about all the personal information these profiles contain that could bring about some kind of discriminatory litigation against the Employer?

These are issues yet to be resolved before these tools can be readily taken advantage of in the corporate hiring process. But remember only 20 years ago, the market was in equal denial that candidates would put their “private” resumes online in a searchable database. And after all, you don’t ask your “first interview” candidates to wear a paper bag over their head when they appear in person, or to talk through a Darth Vader mixer in their first phone screen.

If an Employer has fewer than 50 employees, there is less risk in accepting any of these Job Seeker types of multi-media submittals, since diversity quotas and discrimination rules have not become issues yet for smaller sized companies – that is, they have not become *legal* issues with rules attached to them.

Larger corporations, though, have EEOC and OFCCP compliance issues to consider:

- At what point does a job seeker become a legal “applicant” in the corporation’s process?
- Which “pieces” of candidate submittals should be viewed first, or not at all, to avoid the risk of discrimination claims?
- How do we track who viewed what and when about an applicant?
- And again, how do we judicially “store” these multi-media submittals and the viewing metrics for the proper amount of time?

You may want to view a recent Webinar presentation with 2 of the above vendors and the EEOC and an Employment Attorney: [To Video or Not To Video: Social and Legal Considerations of Video Interviews and Video Resumes for Employers and Recruiters.](#)

Summary

The employment market has, in fact, begun to embrace technology in baby steps. For instance, there are dozens of electronic substitutions for the paper resume.

But what vendors are suggesting is an entire Process Change that will lower the cost of the hiring cycle but increase the quality of every candidate that a dollar is spent on – in fact, increasing the quality wherever money is spent in the process (your team's time to interview, your travel expenses for the candidate, your recruiting staff's time spent in screening).

With the trend toward reducing carbon footprints, it only makes sense to consider tools that save petrol, but further than that, consideration must be given to new processes that shorten the cycle in capturing the elusive candidate before the competition does, and increases the odds of retention of that hire. The cost of a bad hire alone should steer employers towards these comprehensive upfront due diligence tools recently made accessible by technology.

We are pushing the evolution into the time when tools can be used to their fullest advantage and customized for each hiring environment. No longer will there be the response "Well we don't use video"... Of course you'll use video in the hiring process. Everyone will.

You'll use live video interviewing capability to save your team's time and the candidate's travel time. You'll use video to present your company to candidates on the web. Video clips from past candidates will be stored in your ATS so that you can screen them again for final decisions or for other jobs later on. Libraries of compliant video interview questions will spring up on the web for use by job seekers themselves and by recruiters and hiring managers.

And you'll begin incorporating these video interviews with tools such as "onscreen file sharing" and online assessment testing and even online reference and background checking into your upfront screening system. Just like you peek into LinkedIn and Facebook now to gather due diligence upfront on a candidate before wasting time and money.

You'll even graduate to using the comprehensive Employer Tools on page 3 and 4 for other uses: cataloging employees for succession planning, and uses in performance reviews for remote staff.

Technology has given us rich ingredients to create recipes for every palate: the light eater may just start by trying a video resume. The connoisseur may select a morsel of one vendor's product and a bite of another and combine them on their plate for their own taste. Large companies who can afford it may purchase several products for their internal menu and let their hiring managers graze at the buffet. And finally the chefs of the industry may choose to remodel their entire kitchen around the newest tools and ingredients for serving up only the best dishes to their clients in a new way with a new flourish.

About the Author: Colleen Aylward has been at the helm of a boutique retained recruiting firm (Devon James Associates, Inc.) in the Seattle area for 16 years and is known as a writer, speaker, artist, scuba diver, single mom, and techno-visionary. Colleen and her forward-thinking ideas have been featured in such magazines as *Barron's*, *Forbes*, *Fast Company*, *Wall Street Journal*, *Smart Money*, *Washington CEO*, *Puget Sound Business Journal*, *Human Resources*, *Inc. Magazine*, and *Office.com*. She has spoken across the country at large and small groups – most recently on the Kennedy ERE panel in Vegas regarding The Use of Video in Recruiting, emceed by Joel Cheesman. She also founded InterviewStudio.com. Contact: colleen@interviewstudio.com or 425.466.7887.