



# 2 WAYS TO TAKE VIDEO INTERVIEWING TO THE NEXT LEVEL

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## + YOU CAN FINALLY REIMAGINE HIRING

How job seekers discover jobs has changed drastically over the last 50 years. Few people comb through their local Classifieds, or apply door-to-door today.

How they get those jobs has not changed. Job seekers might not shop their resumes door-to-door anymore, but they put that same information into a job application. Applicants that hit the role's preferred requirements are scheduled for a phone screen, and some are brought in for an interview with the hiring manager.

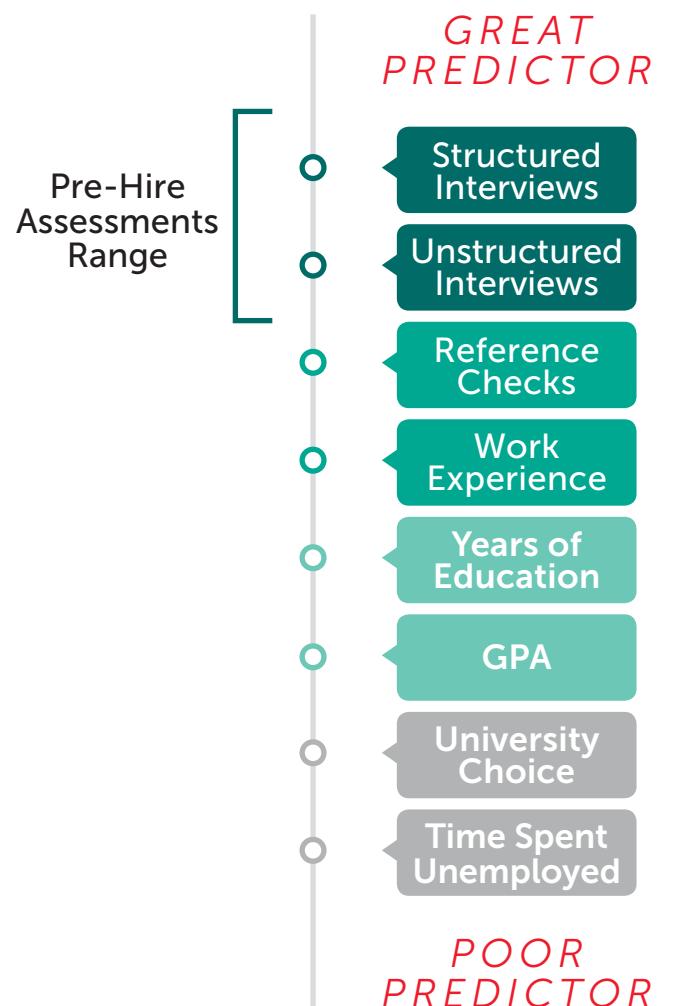
### *MOST HIRING IN THE 21ST CENTURY IS JUST A DIGITALIZATION OF HOW IT'S ALWAYS BEEN DONE*

With new technology, you can fundamentally reengineer it to be faster, more accurate, and more inclusive of underrepresented groups.

This white paper will show you how world-class recruiting departments are seeing drastic improvement in time to hire, better quality hires, and increases in new hire diversity. They're reimagining hiring so the interview is at the beginning of the hiring process.

## + WHAT ACTUALLY PREDICTS JOB PERFORMANCE?

Recruiting's ultimate goal is identifying and hiring the best people for the job. It's predicting who will actually be successful. You can see how well a number of common screening criteria actually do this below:<sup>1,2</sup>



Because it is difficult to hold interviews on a large scale, screening at volume usually works from the least predictive screening criteria to the most predictive:

### *THE CONVENTIONAL HIRING PROCESS*

**Application**  
(Not Predictive)

**Resume Screen**  
(Not Predictive)

**Pre-Hire Assessment**  
(Predictive)

**Phone Screen**  
(Depends)

**Live Interview**  
(Predictive)

**Hire**

Why waste time with the least predictive screening methods if you can jump straight to the most predictive? Video interviewing allows you to do this.

If you use on-demand video interviewing, you may have already replaced the phone screen with a video interview, but kept your process sequence as is. By reordering the process and following interview best practices, you can fundamentally change how you hire.

# + VIDEO INTERVIEWING: THE OPPORTUNITY

To make the most of video interviewing, candidates should interview at the beginning of the hiring process.

OnDemand Video Interviews are asynchronous; candidates record themselves answering pre-determined questions at a time that is convenient for them.

This isn't just a pie-in-the-sky idea. Organizations across industries are leveraging this strategy to decrease time to hire, increase quality of hires, and promote diversity. We'll show you how they're doing it.

## + 2 WAYS TO TAKE IT TO THE NEXT LEVEL

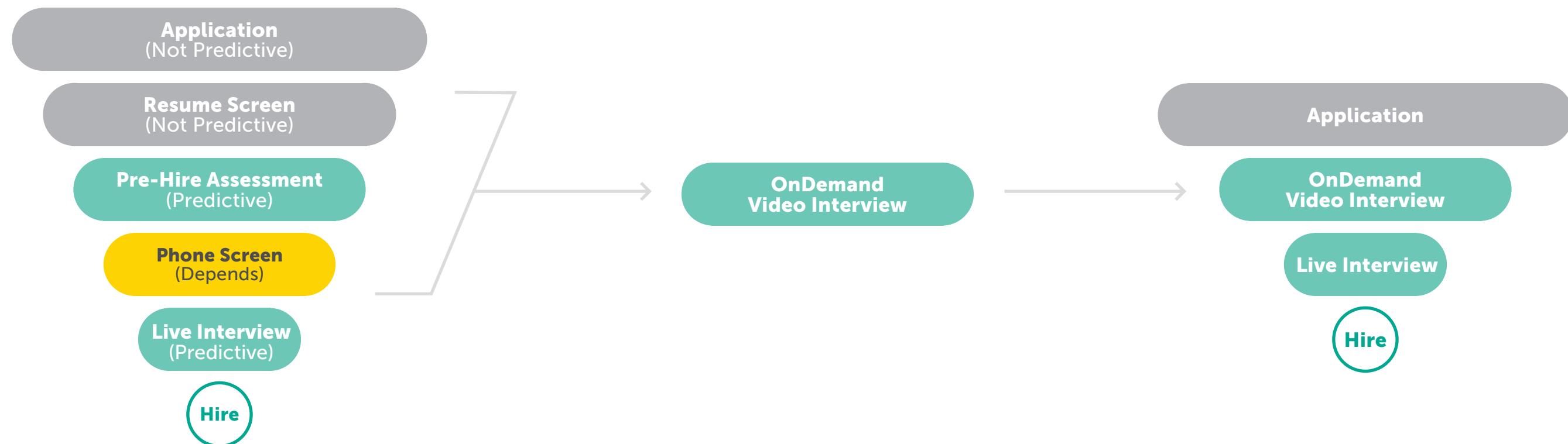
Depending on your needs, there are two different ways to push the interview to the front of the hiring process.

### 1) Pre-Screen Method

A short application with 3-4 qualifying questions is used to identify applicants with must-have skills and experience. Those that pass are invited to a video interview.

### 2) Interview First, Apply Later Method

Job seekers complete a short video introduction and explain their skills, abilities, and experience. Recruiters match interviewees with relevant open roles.





*HOW TO MAKE IT WORK:*

# THE PRE-SCREEN METHOD

## + BUILDING A SHORT, POWERFUL APPLICATION

Work with hiring managers to decide what screening factors are essential, not just preferred. For example:

**Relevant Certifications** A role may require specific certifications before a new hire can legally start.

**Minimum Work Experience** Distinctly different from “preferred work experience.” If a role could not feasibly be done by someone without years of relevant experience, consider this screening factor.

**Minimum Education** If a job requires a college or high school degree, this screening factor can be used.

**Minimum Abilities** If a job requires heavy lifting, long hours standing, or labor intensive skills, you can ask if applicants are willing to fill those duties.

**Ability to Travel** If a job requires a lot of travel, you should ask applicants if they are willing to travel frequently.

Do not rely on screening factors with high bias potential and low job relevance. When auto-dispositioning applicants, never rely on the following:

- **College choice**
- **GPA**
- **Location, address, and zip code**
- **Name**

If possible, “blind” recruiters and hiring managers to this information throughout the hiring process.

## + DEVELOPING A PREDICTIVE VIDEO INTERVIEW

Focus on questions that are highly relevant to the job. If you have an existing structured interview that candidates are put through, pull from that. Then you can use live interviews to ask deeper, more personalized questions.

**Behavioral Questions** Past behavior is one of the best predictors of future behavior. Behavioral interview questions ask candidates to relate past experiences and difficulties and how they confronted them. Work with hiring managers to discuss what past behaviors are the most important for on-the-job success, and develop questions with those in mind.

**Job Simulation Questions** Video interviews can be prefaced with a short video. While pre-question videos are a great way to introduce your company and different team members, they can also show a common problem - like a very dissatisfied customer - and ask candidates to act out how they would respond.

**Skills Tests** Hard skill tests can be embedded in a video interview. Candidates can show their software development skills with custom coding assessments, and their writing skills in response to essay prompts. You can even ask them to share their screen so recruiters can evaluate their software proficiency - setting up a Pivot table in Excel, for example.

**Language Proficiency Questions** For candidates who need to know a certain language, ask them questions in that language. This provides a more flexible measure of fluency than more formalized language tests, which tend to punish candidates who use colloquialisms and slang.

## + PUTTING IT IN PRACTICE

The pre-screen method is great for accelerating hiring time and new hire quality for high volume roles, as well as those that require specific qualifications.

**Short Application**

**OnDemand Video Interview**

**Live Interview**

**Hire**

It also works in tandem with the “Interview First, Apply Later” method, which we’ll explore in the next couple pages.

# + HOW IT WORKS:

## KEURIG DR PEPPER

Keurig Dr Pepper hires hourly warehouse workers, truck drivers, and stocker merchandisers with this method. Their average time to hire is 7 days, down from 21 days previously. They even hired one candidate just five hours after they applied.

### How They Do It

Candidates apply via Keurig Dr Pepper's ATS, which auto-dispositions each candidate based on specific Abilities, Certifications, and Experience filters. Candidates who make it through this stage are automatically invited to a HireVue OnDemand video interview. Keurig Dr Pepper recruiters review the interviews and forward the best to hiring managers, who make hiring decisions on the spot.



*“LITERALLY MONDAY MORNING THE RECRUITER COMES IN AND POSTS THE ROLE. WITHIN AN HOUR WE’RE RECEIVING APPLICANTS AND THE HIRING MANAGER IS REVIEWING THOSE APPLICANTS. AT THE FIVE-HOUR MARK THE RECRUITER GOT THE EMAIL FROM THE HIRING MANAGER THAT SAID “YES” TO A PARTICULAR CANDIDATE. THEN THE RECRUITER PICKS UP THE PHONE, CALLS THE CANDIDATE, EXTENDS THE OFFER, AND THE CANDIDATE ACCEPTS.”*

Recruiting Manager, Keurig Dr Pepper

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*HOW TO MAKE IT WORK:*

# **THE INTERVIEW FIRST, APPLY LATER METHOD**

## + FINDING WHAT MATTERS IN A VIDEO INTRODUCTION

For the average job seeker, finding the most relevant position for their skills and experience on a career site is difficult. They don't know your company jargon or your corporate hierarchy. Most apply for multiple jobs - many of which they are not qualified for.

Letting job seekers "interview first"—also known as a video introduction—solves this problem while saving recruiters time and giving candidates a much better experience. When video is at the very front of your process, use one or two general questions to get insight into each job seeker. Here are some examples:

- **What are your skills and experience?**
- **What do you want to do for our organization?**
- **Why do you want to work for our organization?**

## + REVIEW AND RECOMMEND

Your recruiters know your organization's open roles much better than job seekers. Here's how the review process works:

**1) Watch new video introductions.** Set a regular cadence for recruiters to review video introductions as they come in.

**2) Sort job seekers based on their stated skills and aspirations.** Job seekers that are not a fit for any available roles should be informed that a role for their skills is not available at this time. Keep their videos on file for future consideration.

**3) Forward videos to relevant recruiting staff.** Send video introductions to recruiters in the appropriate department.

**4) Give job seekers recommendations.** Recruiters recommend the best-fit job openings and job seekers apply, knowing they are a good fit.

**5) Review incoming applications.** Recruiters review applications with the applicant's video introduction. The hiring process is accelerated since both parties know it is a good match.

## + PUTTING IT IN PRACTICE

Putting video at the very front of the process provides great material for your recruitment marketing campaigns. Instead of advertising "Apply Now," you can offer potential candidates the much more compelling opportunity to "Interview Now."

Video Introduction

Recruiter Recommendation

Application

Live Interview(s)

Hire

An "interview first" program can exist alongside your existing hiring process, and provides a valuable way for job seekers to express interest in your organization.

## + HOW IT WORKS:

### CHILDREN'S MERCY HOSPITAL

This Kansas City-based children's hospital revolutionized how job seekers find open jobs. Job seekers are given the option to introduce themselves with a short video interview, so recruiters can match them with the right opening. Recruiters retroactively reach out in the following days and tell them about the best-fit positions for their skills and experience.

The proportion of minorities hired through this program is 55% higher than their traditional, application-first hiring process.

#### How They Do It

Each job seeker answers two questions for their video introduction:

- **What are your skills and experience?**
- **What would you like to do for Children's Mercy?**

Every morning, two Children's Mercy recruiters review the previous day's introductions and assign them to recruiters in the appropriate department. Those recruiters then reach out to each job seeker and disposition them, pointing them in the direction of the right application.

#### Recruiters Watch & Share Video Introductions



#### Job Seekers Apply & Follow the Relevant Interview Process



Job Seeker Introduces  
Themselves Via Video



Job Seekers are Directed  
to Best-Fit Applications

HIKE

# + WHY VIDEO INTERVIEWING?

## DECREASE TIME TO HIRE

By moving the most powerful screening step to the front of the hiring process, you remove the need for almost everything that came before it.

Think about how long it takes to schedule a phone screen, or how long it takes a candidate to complete their pre-hire assessment. Those steps add up.

Try to tally the time candidates spend in these workflow steps:

Resume Screen

Pre-Hire  
Assessment

Phone Screen

THESE THREE STEPS TAKE WEEKS,  
IF NOT MONTHS, TO COMPLETE.  
THE AVERAGE TIME IT TAKES A  
CANDIDATE TO COMPLETE AN  
ONDEMAND VIDEO INTERVIEW

# + HOW IT WORKS: GROCERY DELIVERY

An industry leader in contingent grocery delivery, screens hundreds of candidates with OnDemand interviews every day and makes thousands of hires every year.

Their average time to hire is 3 days. Compare that to the average of 63 days.

### How They Do It

Candidates apply via the organization's ATS, which auto-dispositions each candidate based on specific filters. Candidates who make it through this stage are automatically invited to an OnDemand video interview. Recruiters review an average of 16 interviews per hour, and make hiring decisions on the spot.

Candidate Applies Via ATS, Filters  
Auto-Disposition Candidate



Candidate Invited to & Completes  
an OnDemand Interview



Recruiter Reviews = Consistency &  
Convenience. Average 16 Per Hour



Agreement Signed, Background  
Checked Then Approved to Shop



# + WHY VIDEO INTERVIEWING?

## INCREASE QUALITY OF HIRE

Video interviews reveal the traits that really matter for job success.

Your recruiters gain a powerful strategic advantage. They can immediately forward the recorded interviews of high potential candidates to hiring managers, and the in-person interviewing process begins. Depending on the role, hiring decisions can even be made on the spot. You can hire the best candidates while your competition is still sorting resumes.

### Ways OnDemand Video Interviews Uncover High Potential Candidates:

- **Structured interview**
- **Software proficiency evaluation via screen share**
- **Written skills test**
- **Pre-hire assessment**
- **Coding assessment with interview follow-up**

Since your interview process starts - and your offer letters are out - before everyone else's, you effectively take top talent off the market before your competitors know what they're missing.

# + HOW IT WORKS: SABRE

As North America's largest global distribution systems provider, Sabre powers much of the travel industry's back-end. In 2017, they transitioned to a video-first approach to screening for their software developer internship roles.

*IN 2016, 40% OF THEIR HIRING MANAGERS WANTED THEIR INTERNS BACK FOR A FULL TIME ROLE OR ANOTHER INTERNSHIP. AFTER IMPLEMENTING VIDEO-FIRST SCREENING IN 2017, THAT NUMBER JUMPED TO 75%*

### How They Do It

Candidates who meet the right qualifications are invited to take a customized coding challenge via CodeVue and behavioral OnDemand interview. Hiring managers can make offers based solely on a candidate's video interview, or bring them in for an interview onsite.

ATS Auto-Dispositions  
Each Candidate



Qualified Candidates Take  
OnDemand Video Interview &  
CodeVue Coding Assessment



Hiring Manager Reviews  
Interviews Recommended by



HIRE

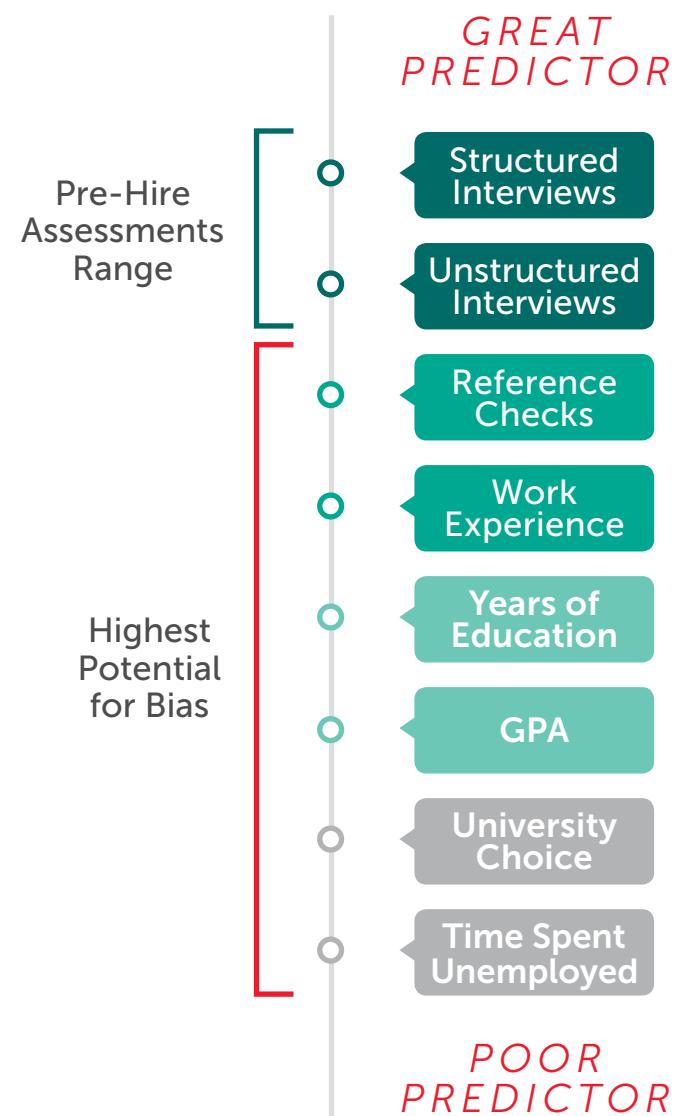
Live Interview



HIRE

# + WHY VIDEO INTERVIEWING? *PROMOTE DIVERSITY*

Generally speaking, the less predictive a screening method is the higher potential it has for bias.



Time spent unemployed, university choice, years of education, GPA, and work experience are all on the lower end of the predictive spectrum - and all are commonly used to make screening decisions. Yet these are the most likely to inadvertently screen out women and minorities.

- **Working women with children will probably have more “employment gaps” than men.**
- **A recent graduate who needed to work their way through college probably won’t have the same GPA as one who had more time to study.**
- **A famous study found that equivalent resumes with “white sounding names” were 50% more likely to receive a callback than those with “African American sounding names.”**

These factors add up, and contribute to the structural inequality we continue to see in the workplace. By asking all job seekers the same questions, and basing your screening decisions on what really matters for job performance, you make hiring fundamentally fairer.

# + MAKING VIDEO INTERVIEWS WORK ON A LARGE SCALE:

## 1) 1-2 “Knockout” Questions

Use one or two “essential” questions to quickly identify who is not a fit. Recruiters can skip straight to these questions and filter the majority of the candidate pool based on their responses.

## 2) Watch Videos at a Higher Speed

You don’t need to screen video interviews like you watch a movie. Fast-forward through videos to see as many candidates as possible while still getting insight into the skills that matter.

## 3) Review Anywhere

Video interviews enable recruiters to review candidates with any device such as a computer, tablet, or smartphone. They don’t need to be logged into their ATS at their workstation.

## 4) Add Assessments with Artificial Intelligence

For high-volume roles, artificial intelligence can validly evaluate interviews to surface candidates with the highest likelihood of success, while saving your recruiters a significant amount of time.

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## CITATIONS

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