



Video Interviewing For Recruitment Agencies



Whitepaper

The recruitment agency market, in the UK alone, reached record highs in 2018 and has continued to grow since the latest statistics were released. Over 8,400 new agencies were registered on Companies House in 2018 alone (almost double the growth of that in 2017), the competition is fiercer than ever and the war continues, while barriers to entry remain low.

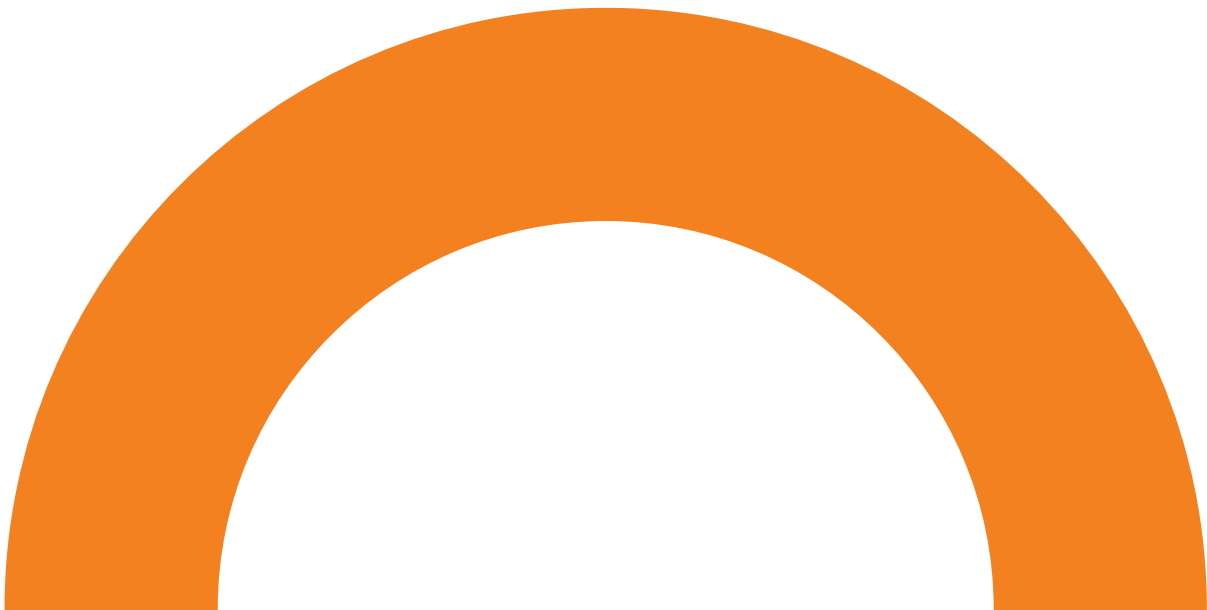
Executive Summary

So, in an overly saturated market, it can be difficult to know how to make your recruitment business stand out from the competition. It's important to create a service offering that gives you an edge against your competitors – without an innovative USP, it's likely your agency will struggle to compete.

Digital transformation has played a large role in the ever-growing market, and advancing technology makes it easier to improve operations and make recruitment processes more efficient. In today's market, both clients and candidates want speed and flexibility in their recruitment experiences, so how do we achieve this?

Video interviewing is becoming the competitive edge for many in the recruiting and staffing industry. It's being adopted as an early stage screening tool that allows recruiters to present their clients with a shortlist of candidates that get to shine through the use of video, rather than simply submitting a shortlist of CVs. Not only does it allow you to improve your time to fill, win more retained and exclusive business and improve your candidate experience, it gives you an edge over the competition and helps you drive more revenue.

Simply put, you're more likely to win clients as opposed to your competitors if you're presenting them with videos of candidates, instead of a CV with a list of notes from a telephone interview. It allows your clients to become more involved and engaged in the process, which is essential to making successful placements.



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Introduction

Competition for recruitment agencies is tough. With almost 40,000 recruitment agencies in the UK alone, ranging from small boutique agencies to major firms operating globally, recruiters now have to work harder than ever to attract and retain new clients.

It's no secret how many of these agencies are now adopting video interviewing as their competitive edge. Not only is it giving agencies an advantage in the market and helping them stand out as an agency of choice, but it's saving time and budget in the process.

Our latest guide gives you everything you need to know as an agency considering video interviewing – from features, benefits, and even case studies with current agencies, we're here to help you on your way in the decisions making process!

What is video interviewing?

In the early days, video interviewing was simply online conference rooms like Skype and Google Hangouts. Both of which are handy tools, but video interviewing platforms are built specifically with recruitment in mind so they come with features you wouldn't get from standard video conferencing. Video interviewing continues to grow and evolve, so what are the two main ways it is used?

1 —

One-way video interviewing

These types of videos are, as the name says, one way. That means that candidates are answering pre-set questions from their mobile device or browser while recording themselves doing so. As the recruiter, you create a set of questions to be presented to candidates which you can tailor to your needs. Adjusting settings like reading times, answer time limit, and re-try options, you can customise the process to help you achieve your goals.

You simply set up your different roles within the platform you use, where you can invite candidates directly. To stand out from the crowd even more, you should be able to create sub-accounts carrying your clients' branding, to ensure you're enhancing the candidate experience, and, in turn, your clients' reputations.

Predominantly used as an early stage screening tool, one-way video interviewing is popularly used to replace telephone interviews. Solutions come rich in features, which we'll dive into a bit more later – but one of those is sharing functionality, meaning you can present your candidates to clients in a much more interactive and engaging way than just sending out a CV.

2 —

Live video interviewing

Live video interviewing is much closer to the likes of Skype and the video conferencing that we're all familiar with. The difference is the features it has on offer, due to solutions being designed specifically with recruitment in mind. The interviews occur from within the platform that you use and require an interviewer and a candidate to be present at the same time – just like with a video call. The difference here is the recording features, meaning that you can share candidate videos and allow other people to review and score interviews.

Live video interviews don't offer the flexibility that one-way video interviews so, as they need to be scheduled – although some video interviewing platforms have self-scheduling tools built in – and require the candidate and recruiter to be online at the same time. However, they have the added benefit of enabling the interviewer to ask follow-up questions to probe a candidate's initial response to a question.

Functionality

Video interviewing solutions come with so many different features and functionality that you can utilise, that it can often be difficult to know exactly what will help you reach your goals. As a recruitment business, there are a variety of ways that you can shape the platform you use to meet the needs of multiple clients, all in one centralised system. Since there are so many different possibilities, we've outlined the key points to consider, to successfully use video interviewing for staffing and recruiting:



Branding

The platform that you use should have full white-labelling capabilities, meaning that your logos, colours, and overall branding can be incorporated, so that your users and candidates are interacting with your brand, rather than the video interviewing software provider's own branding. Beyond that, you should also have the option to create various sub accounts which can be branded with your client's logos and colours, should that be a service you want to provide.



Technology

Since video interviewing comes in the form of SaaS – software as a service – it should be accessible from multiple devices so that it can be used on-the-go. That means that you, as the recruiter, can use the platform from any device and review and shortlist candidates at any time. The candidate can also complete their one-way video interviews in their own time, from any device. Because video interviewing is a cloud-based software, updates and developments to the platform are accessible immediately and no clunky downloads are required.

If you use an applicant tracking system, there are also integration capabilities. When your provider is built on what is called an open RESTful API, the integration possibilities are endless when it comes to connecting with an ATS or CRM system.

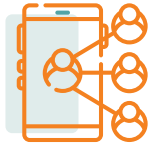


Features

The features of live video interviewing are simple, in that each live interview can be recorded within the platform so that it can be reviewed, scored, and shared with clients later. With one-way video interviewing, the functionality goes into more depth. To start, there should be a number of ways that you can set up your roles and questions so that you can utilise the platform to best advantage. From video and text questions, to answer attempts and reading times, you can set up each role to meet the needs of varying clients. For example, if one of your clients are looking for someone who is good at thinking on their feet, you can use scenario questions with only one answer attempt. Alternatively, if you're looking to build a pool of candidates for future use, you can create more generic questions about the candidate and their career, rather than questions specific to your client.

Functionality

Continued...



Video Messaging

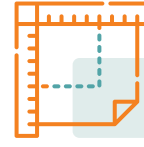
Since video interviewing platforms are all about one thing – video – they’re evolving into video messaging too. Recruiters are now using video to introduce themselves to clients and candidates by sending short, snappy videos directly to their inboxes as a way to improve engagement and communicate more effectively. It’s a relatively new trend but something picking up in popularity at quite an accelerated speed!

Whether you use these videos to include in your outreach emails, to grow relationships with clients, personalise your outreach, or drive new and retained business – video messaging is becoming an integral part of marketing and sales strategies for recruiters.



Support

Since the features and capabilities of video interviewing platforms can seem extensive, you should consider the level of support available from the provider you choose to use. You’ll get a dedicated account manager to use as a go-to contact for any of your support or training requirements to ensure that you can get the best out of the system you’re using. It’s important to consider what is available here, such as proactive account management or any additional charges for training sessions. One of the biggest differentiators between providers, though, is whether support is available 24/7. After all, candidates can complete their one-way video interviews in their own time, and this is likely to be outside of working hours. There should always be an online self-service helpdesk with answers to common candidate queries, but there should always be a way for candidates to submit their queries and get a response straight away. This is all assuming that your provider offers direct support to your candidates (which they should!). Average response times are a good indication of the level of support available – they should be no less than 70% within an hour of raising the question.



Pricing

It’s difficult to be specific with the pricing structures of video interviewing. Different providers base their subscription prices on different models, such as number of interviews, number of users, number of placements made, size of organisation. It can be difficult to pin the structure down into a single definition.

The most important aspect to consider is that you’re aware of exactly what is included within your subscription cost. Some video interviewing providers will hit you with extra charges later for features or services that you may want to utilise – so make sure you’re clear about what will cost extra, for example, sometimes full white-labelling can come at a premium. Don’t be too afraid of set-up costs – majority of the time this will reduce the cost of your monthly or annual payment or allow you to benefit from the likes of face-to-face training and onboarding.

Now that we've covered the 'what' and 'how', we're going to answer why. Video interviewing is an investment for your agency that will bring a variety of different benefits, depending on how you use it and what your goals are. The main benefits you could expect to see are:

Benefits

Winning more retained business

Winning retained business can be a tough, especially when considering that retained recruitment can be a longer and more costly process. With thousands of contingency recruiters out there competing to fill roles to make their fee, retained recruitment assignments are often used for more senior positions when those quick search and fill methods used in contingency recruitment don't find the right talent.

But winning retained business doesn't mean you have to focus solely on senior roles. If you've got the right offering, there's no reason why it can't work for roles of all level of seniority. A retained recruiter takes their time to get things right and find the perfect fit for the organisation they're recruiting for, and that doesn't have to apply solely to management positions. Using video interviewing can give you the perfect offering to win more retained business. It shows your clients that you want to put money in to getting the best for them. Investing in technology shows that you're committed to providing an innovative service and a positive experience for both your clients and your candidates.

It also allows you to reduce time-to-fill, which can often be one of the big drivers of contingency recruitment due to it being a faster process. But by offering video interviewing as a service to retained clients, you can reduce the screening time on your side whilst being able to get hiring managers more engaged in the screening process too, by simply sharing candidate videos and allowing them to select the right people for interview. This provides a much smoother and faster process than traditional recruitment models.



Benefits

Continued...

Staying ahead of the competition

In the past 10 years, the number of recruitment agencies operating in the UK has grown on average 27% every year – with 8,448 new agencies being registered on Companies House in 2018 alone, almost double the amount registered in 2017.

Aspects like easier access to finance, social media, and SaaS growth contribute to the low entry barriers in the market, as it gets more and more accessible to everyone. While this outlook for the recruitment market is exciting, with it comes increased competition – and now recruitment businesses really need a unique selling point that helps them stand above the rest of the competition.

Advances in technology play a huge role in remaining competitive. This starts from the basics, such as ensuring that the roles you're recruiting for are mobile accessible. But, at this point in an overly saturated market, the basics aren't enough to make you stand out from the crowd.

If you use video interviewing in your recruitment business, what do you think a hiring manager is more likely to respond to – a video of your candidate, or a CV submitted by one of your competitors?

Using video interviewing allows you to get candidates straight in front of current and potential clients, reducing time to fill by up to 70%. And with so many agencies already using video, it's become essential in the process to remain competitive in the market, and how you utilise your video interviewing platform is where you'll find success – so make sure you're able to take full advantage of the tools you're using.

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Benefits

Continued...

Building talent pools

Whether you're operating on a contingency or a retained model (or both), building talent pools is one of the main benefits that comes with video interviewing. In this scenario, if you have a fantastic candidate but no role for them at present, you can get them to answer a set of general questions during their video interview, rather than questions specific to an organisation. Let them use their interview as a way to sell themselves.

Then, when those perfect roles do come up, you've already got the talent there ready and waiting to submit to clients – giving you an edge in the competition. Since you'll have your talent pool ready to go, there'll be no chasing candidates to complete interviews and screen them when you see an available role, meaning you're one step ahead of your competitors.

Improve the candidate experience

One consideration that remains consistently important in recruitment is candidate experience. If you're unable to offer a positive experience to your candidates, you're likely to make fewer placements than if you ensuring the process is effective and efficient for your candidates.

First of all, nothing can ruin the candidate experience like an unnecessarily long, drawn out recruitment process. With video interviewing, you can speed up the screening process and submit your shortlists sooner, while allowing your clients to speed up their screening process too.

Providing the flexibility for candidates to truly showcase themselves, while completing the interview in their own time, from a location of their choice, goes a long way in improving the candidate experience. Job hunting can be stressful, especially when the candidate has to take multiple holidays from their current employer to be able to attend interviews – and video interviewing allows you to tackle this issue while still letting candidates showcase their personality and skills. Your provider should also be able to supply you with content for your candidates to help them during the process, such as articles on top tips for video interviewing, so you're able to provide your candidates with valuable knowledge and put them more at ease during the process.



Benefits

Continued...

Capturing values and behaviours

There's been a trend in recruitment for some time now, in that skills can be taught, but if an employee does not fit into the team dynamic, they won't be as successful in their role. Now, recruiters can see the importance of transferrable skills and understand that a candidate does not necessarily have to come from an exact working background.

One of the most important aspects now, is about fit. Fit comes down to values and behaviours, rather than skills. One candidate who is driven, motivated and holds the same values as those in the team, are much more likely to be successful than someone without these qualities but are a 'rockstar' in their field.

And with that comes the issues with employee retention. If an employee doesn't fit into a team, the chances are they're going to move on as they aren't having their intrinsic motivators met in the workplace. But those who have a good fit in an organisation are more likely to stay in their role for longer, with motivation to succeed, and perform well. Using video interviewing gives you a greater insight into the values and behaviours of a candidate earlier in the recruitment process, meaning you can present only the most suited candidates to your clients.



Benefits

Continued...

Improving candidate and client engagement

Your client and candidate engagement can start from the second you send a video message. You're much more likely to get a response from these, than sending a cold email. You can peak candidates' interest in any roles you have available and engage potential clients from the get-go by making your introductions more tailored and personal.

Then comes the actual recruitment process. When you have a candidate that completes a video interview, they become a lot more invested in the role. If they're not prepared to complete a video interview, then they're probably not very interested in the position they're applying for. This raises the issue of employee retention – if a candidate is highly engaged from the beginning of the recruitment process, they're more like to stay in the role after placement has been made.

There's a lot more interactivity involved in the process when video is used, much more so than CVs and notes from telephone interviews. Candidates are able to interact with the brand through the platform, through aspects like company videos and video questions. Your clients are also able to interact virtually with their candidates, helping to keep them more engaged in the process too.

It's likely that your clients are more inclined to keep you exclusively in the business when video interviewing is used, due to the increased levels of engagement that other agencies won't be able to match. When you submit video interviews to your clients, rather than CVs, the interactivity involved in the screening process increases. It allows them to become more engaged with your process and your candidates, as opposed to the way they engage with simple CVs that your competitors may submit.

Driving more revenue

Given all of the other benefits that come with using video interviewing in your recruitment business, driving more revenue is a result of all of these combined. Overall, it gives you an edge in an overly competitive market by giving you a USP that a lot of other agencies can't compete with.

At this point in the market, video interviewing has almost become a necessity to stand out from the crowd. As far as recruitment tools go, there are few other things like video interviewing in terms of benefits for your agency, your clients, and your candidates.



Is video right for your agency?

The main concern, especially for smaller agencies, is the costs involved with using video interviewing. But the main thing to remember with this issue is that video interviewing providers may be flexible and can work to your requirements and budget to help you hit the ground running. It's also important to know how scalable your provider is, to ensure that your subscription can grow with your agency.

In the next section, you'll see two client case studies. First is REED, who are an international recruitment business and one of the largest players in the industry. They have multiple divisions that each have their own niche market, so this case study focuses on REED Education and the work they do overseas, thanks to video interviewing. Then, we have SEAO, representing the smaller, boutique recruitment businesses that have excelled in their brand and making themselves stand out from the competition, by providing a more well-rounded, end-to-end RPO model.

The possibilities with video interviewing are endless, and it can be adapted and shaped to help you meet your needs and find your USP. REED and SEAO are two different ends of the scale, but both find their success in video interviewing. So, whether you're large, small, or somewhere in the middle, you can make video interviewing work for you.



REED Education is a division of Reed that was founded almost 20 years ago and now has 30 offices across England and Wales. They work in partnership with thousands of schools and local authorities to find teachers their perfect roles.

“REED Specialist Recruitment, and in particular my division REED Education, have been working with Shine now since early 2017. It was apparent from the first demonstration of the platform and system that the product was high quality and very user friendly. Not only that, Shine have been above and beyond in accommodating our bespoke requirements and the service and support has been second to none. Needless to say, we have seen outstanding results from our partnership with Shine for our business and our clients and candidates.”

Gavin Beart, Senior Divisional Director, REED





Reed Education described the UK teacher shortage, which is so severe that there are simply not enough UK based teachers to fulfil all the roles required in Primary, Secondary and Special schools. Because of this, Reed went further afield and choose Canada as their destination to recruit from.

Equipped with the Shine platform, REED Education tackle all the problems of overseas recruitment and conduct video interviews with newly qualified Canadian teachers and showcase each to UK schools. Sourcing candidates at universities and recruitment fairs, they can easily gauge motivations for relocation and allow their candidates to stand out from the crowd on video.

“Our results this year from the Canadian project have more than doubled from last year and a large part of this increase is due to using Shine technology. There has absolutely been a positive return on investment, and we are now looking at how we can replicate with other recruitment campaigns with Shine to get the same results”

David Anderson, Senior Regional Manager, REED Education

REED Education seen a significant increase in the number of placements made during their recruitment campaign, simply by giving UK schools a better understanding of how these teachers would operate in a classroom – something which you can't get from a CV!



SEAO Talent Partners are a recruitment business with an edge. Bringing something different to the standard model, SEAO work as an in-house team for various clients and companies, acting as an extended team to businesses and working as their brand. Their offering consists of:

- S — Strategy:** partnering to create a strategic approach to talent acquisition, helping to create processes that suit your company culture.
- E — End to end:** recruiting for all campaigns as your team. Taking on each stage of your process as your brand and your values.
- A — Assessment centres:** from booking the venue and sourcing the candidates, SEAO run your assessment centres as if they're your internal team.
- O — Outplacement:** SEAO also work with candidates in areas like CV workshops and interview techniques, to help get them into the right roles.





So, where does Shine fit into this process? SEAO have been using Shine since they first established their brand. With a big belief in values and behaviours, they use video interviewing to showcase the personality and motivations of their candidates. As well as building outstanding talent pools and offering their services to international clients, SEAO are able to show they're investing in choosing the right candidate for the business, and the right business for the candidate.

“Shine and I have been working together for a number of years and I have used Shine internally as a business along with recommending and using Shine for my client partners. The cost efficiencies it offers are fabulous. It allows us to ‘meet’ candidates who are geographically spread across the globe as part of the selection process – allowing time and travel costs for the individual and the business to be saved. It also allows for a more engaged and open process. CVs are a thing of the past – it’s now all about the behaviours, values and cultural match which businesses want to see – and Shine represents this.”

Sam Wall, Founder and Director, SEAO Talent Partners

SEAO are committed to providing the best for both their candidates and their clients, using the Shine platform to help them achieve this. It allows them to think outside the box and remain competitive in an overly saturated market, providing their candidates with a good communication platform to show they're invested in the roles they're applying for.



Measuring ROI

It's no secret that recruiters are typically focused on meeting their KPIs and hitting their targets, but there are quite a few metrics that recruiters must be keeping an eye on. Every recruitment business will have access to a treasure trove of valuable data so it's important to be keeping track of the information - as this has the power to transform an organisation. It's a comprehensive list to work through, from submit-to-hire, interview-to-hire, sourcing channel efficiency, offer acceptance rate, plus many more. With so many different metrics out there, it can be difficult to know exactly what to track - so to help get you started, we've identified three key metrics and how video interviewing can help you improve the results of each one:



Time to fill

Time to fill is often measured as the number of days between receiving a vacancy and a candidate accepting an offer. The time to fill metric gives your clients a clear picture of how efficient your recruitment business is, and the shorter this time frame is, the more competitive you become. When you have this information readily available, it can act as a great selling point to potential clients as it is an indicator of performance and reliability.

Video interviewing can help you reduce your time to fill as it drastically reduces time spent during the screening process, and means you only send the most relevant candidates for face-to-face interviews with your clients. In some usage cases, there has been over 70% reduction in time to fill!

Measuring ROI

Continued...



Cost per hire

Your cost per hire data takes into consideration different variables such as the costs of advertising fees, pre-hire assessments, recruitment technology, recruiter salaries, amongst many more. Glassdoor estimates that the average cost per hire is £3,000 for an entry level role, although this varies depending on aspects like volume, seniority, industry etc. Cost per hire is important because it allows you to see the economic value of your recruitment efforts, and which parts of your process could benefit from higher spend, and which are wasting unnecessary cash.

Using video interviewing gives you the opportunity to reduce costs in a number of different ways. Using the platform to create talent pools can do wonders for your cost-per-hire, as when roles come available you already have a list of interested, pre-screened candidates. Speeding up the recruitment process also helps to keep costs down, as less time is spent during early stage screening and interviewing, therefore more time can be spent productively on other recruitment projects. This also applies to the administration costs that come with traditional recruitment processes, which are eliminated with video interviewing.



Retention

A simple metric to measure is your client retention, which refers to the number of clients where vacancies were received compared to the year before, to compare how many clients you have retained, gained, and lost within that year. It's critical to keep good clients happy and retain them. Satisfied clients mean a greater increase in their lifetime-value as it increases the total revenue that you'll receive from them during the course of them being your client. Retention not only helps to boost revenue, but it also reduces costs – retained clients are cheaper than acquiring a new client.

Retention is key to understanding how good your offering is, and when retention levels are low it's a sign that you need to up your service. Video interviewing allows you to offer a service that puts you ahead of the competition, a service which has long proved to be loved by hiring managers. It allows you to think like a client success department on top of your recruiting efforts, so you can take a proactive approach to getting the best candidates for your clients – something which many other agencies are not yet offering at this point in the market.

Why Shine?

Numerous hiring managers and recruitment agencies were consulted during development to ensure that Shine offered a fresh take on an existing solution, learning from their frustrations with other video interviewing platforms and created using future proof technology. Many of the businesses consulted are now using Shine in their recruitment processes and they're still contributing to the product's development to ensure it continues to improve and innovate.

Despite all that, we're a friendly bunch and we put people and relationships ahead of technology and numbers. The Shine experience is about you, your clients, and your candidates, and we're here to ensure that we can do what we can to streamline your process in a way that's tailored to your brand and your needs.

"We have used Shine Interview for several years now and the whole team find it very easy to use. Video interviewing allows durhamlane to stand out from our competitors, and because we use Shine to recruit on behalf of our clients, we have received great feedback from candidates who have completed the process. Using the Shine platform results in a greater proportion of candidates being selected to interview and therefore our conversion rate is higher."

Phil Mulvain, Director of Recruitment, durhamlane

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