SOFTWARE
USAGE & ADOPTION

Interventions that the team lead of Talent Advisory Benelux can apply to reach 100% usage & adoption of HireVue

Author	Annemijn Vos
Student number	S1087979
Organization	Unilever
Mentor	Anna Häkkinen
University	University of Applied Sciences Leiden
Study	Human Resource Management
Module name	Graduation Assignment
Module code	HRHT14-17
Class	HRM4B
Mentor	Jordy Veth
Graduation period	March 1 to June 4, 2018
Date and place	June 4, 2018, Leiden

Preface

This thesis is written as the final assignment for my HBO Bachelor Human Resource Management at the University of Applied Sciences in Leiden. In the previous four years I gained insight in numerous aspects of HR. People and organizations have always had my interest. My HR studies gave me the chance to deepen my knowledge in both the practical and theoretical field.

In the first year I got acquainted with HR at the Rabobank Den Haag. My second year internship was at YoungCapital Leiden. In my third year I interned at Royal Philips in Amsterdam. My final internship is at Unilever Rotterdam, where I work as a fulltime intern and write my thesis in the Talent Advisory team. The research is conducted in commission of J. Terpstra, manager of the Talent Advisory team. The thesis is intended for Ms. Terpstra and the assessors of the University of Applied Sciences Leiden.

I would to thank my mentor Mr. Veth, for providing me with his clear and constructive feedback. He always helped me to get a clear overview of the process. I want to express my gratitude to Ms. Häkkinen for guiding me during the writing of my thesis and in general during my internship. I am grateful for Fiona's helpful corrections on my English writing. I would like to thank Jeannette and Frans, Marinde, Lisanne and Maud for their help and support.

Finally, I want to thank Ms. Terpstra for giving me this interesting research subject and the opportunity to write my thesis in the Talent Advisory team alongside working at Unilever. Since the beginning of my HR studies I had the motivation and drive to intern at Unilever. I am thankful for this experience and proud of the result.

Annemijn Vos
Leiden, 3rd of June 2018

Executive Summary

The research question of this research is 'Which interventions can the manager of Talent Advisory Benelux apply in order to help the team achieve 100% Usage and Adoption of HireVue?' Ms. Terpstra, manager of Talent Advisory Benelux, expressed the need for changes to be made to the team which results in a higher usage and adoption of HireVue. The research has the goal of presenting knowledge and insights on desired interventions that can be used by the manager of the Talent Advisory Benelux team in order to increase the HireVue usage and adoption of TA Benelux.

A descriptive research methodology is best suited to answer this question. Mixed-method research, both qualitative and quantitative research methods, is used (Van der Velde, Jansen, & Dikkers, 2015). After the preliminary research, the researcher lists the most important key words of the research question; software implementation, problems in software implementation, software usage and adoption, change management and HR competencies. In order to answer the first three sub questions, desk research is used. The fourth sub question is answered by two questionnaires. The fifth sub question is answered by a questionnaire and several interviews.

The following results are key. The success of software implementation is severely influenced by the attitude of end-users, possible resistance of employees and temporary increases to the employees work load. The project head has an imperative role in handling those issues by acting as a change agent. Resistance is not always a bad sign, if handled correctly it can provide valuable input for change. Change agents can use favourable responses of Aladwani (2001), which could lead to increased software adoption. Software usage is mainly influenced by Perceived usefulness, Perceived ease of use and Quality of Work Life. The questionnaire showed that Talent Advisors have both positive and negative opinions towards HireVue. Talent Advisory's (TA's) current HireVue usage can be identified as 79% average, below average or very poor. Hiring Managers (HM's) are generally positive about HireVue; 76% of Hiring Managers currently rate their adoption of HireVue as above average or excellent. External parties recommend letting users go through the software programme themselves. Internal parties recommend making HireVue part of the initial training for TA's and to use tricks for efficiently using HireVue. Talent Advisors who do not use HireVue yet say that they would favour sitting down with a colleague to learn about HireVue. They also want to make the recruitment process more human and personal, and make it possible to ask about several details pertinent to the candidate.

The conclusion of the research is as follows: The manager should give a 'wake-up' call to Talent Advisors by showing their current usage and adoption in relation to the KPI and team goal. Then, HireVue's benefits and its place in the bigger picture need to be emphasised. Additionally, Talent Advisories input needs to be collected for training in the near future, onboarding in the future and increasing their own experience and that of stakeholders. The conducted research is reliable because theories and models are only used when they come from reliable sources. Also, both the TA and HM questionnaire are repeatable. A strength regarding the validity of the research is the way in which the field research is set up. After thorough literature reviews and desk research, the theoretical, questionnaires and interviews were drafted. A weakness could be that there has not been specific research regarding the role of the Team Lead and the first communications about the HireVue implementation. Nevertheless, the research questioned some of these elements during the questionnaire and the interviews. It would be interesting to conduct research into TA's HireVue usage after applying some interventions. Moreover, research could be conducted about the usage and adoption of other newly implemented software tools within the TA Benelux or other Unilever teams.

The research proposes four recommendations to Ms. Terpstra. All recommendations are based on the research, situation draft, team and organizational culture, theories, results and conclusions. The recommendation are 'provide accurate training for Talent Advisors', 'increase user and stakeholder acceptance of HireVue', 'work on the teambuilding' and 'build a solid onboarding'. All recommendations are clearly worked out in the implementation plan. This plan includes stakeholders, main tasks, monitoring, evaluation and a cost-benefit-risk analysis.

Table of Contents

Introduction

We live in a digital era where developments rapidly follow each other and the only certainty is that the pace of change will increase in the future. Unilever faces strong competition. In order to keep its competitive advantage, Unilever has implemented an organizational change programme called Connected for Growth or "C4G" (Unilever, 2018). This will lead to working more agile, flexible and customer focused. Part of C4G leads to HR Reimagine – a HR change programme which has the following vision: "Making employees experience at Unilever as simple and delightful as it can be, allowing people to be their best: boosting sustainable growth!" (Unilever, 2018). According to HR Reimagine, Unilever's HR structure has changed and several new systems have been implemented. The new HR structure entails new roles and responsibilities for Talent Advisors, HR Business Partners, People Experience Leads, Data Specialists and Una Hub – a HR chatbot. This research focuses on Talent Advisory Benelux i.e. TA Benelux.

TA Benelux consists of ten Talent Advisors who provide the business with suitable staff by handling the end-to-end recruitment and selection process. Talent Advisory is responsible for attracting, recruiting and selecting new employees for Unilever. Since recruitment activities were recently insourced, the Talent Advisory team is relatively new; six team members joined in 2017, while four team members joined in 2018. Ms. Terpstra is Team Lead of TA Benelux. She states that the team represents a lot of strong skills but lacks digital savviness (appendix 4).

Considering HR Reimagine, Talent Advisories' main task is to adapt the recruitment process towards a more simple, efficient, digital but also human process. For Talent Advisory, HR Reimagine entails the implementation of even more new systems – since TA already uses numerous recruitment and selection systems. HireVue is one of these systems and its implementation changes the ways of working in the TA team. HireVue video interviewing is software in which recruiters can set-up job interviews and digitally invite multiple candidates, after which the candidates record their job interviews via their computer when and where they want.

The first business goal in TA's '3+1 Goal Plan 2018' is to "Deliver the culture change of Recruitment with HR Reimagine; Create Operational Impact with Technology Adoption & Efficiency". The corresponding KPI, amongst others, is "achieving 100% usage and adoption of new technology HireVue Digital Interviewing and HireVue Coordinate" (Unilever, 2018). This KPI should be met, otherwise the first business goal for TA will not be achieved – which in turn can possibly have a negative impact on the efficiency of TA, the credibility of TA within the business, the candidate experience and Unilever's Employer Brand.

Analysing HireVue's global tracking data on a global scale shows that TA Benelux uses HireVue to a smaller extent than other Unilever TA teams across the world (Unilever, personal communication, April 10, 2018). Preliminary research interviews show that not all TA Benelux team members have adopted HireVue. Both above-mentioned developments put reaching the KPI and team goal for 2018 in danger. According to Terpstra, adopting HireVue requires a change of mind-set and a change in way of working (appendix 4). She is curious to know which barriers exist for Talent Advisors in the adoption of this new technology. This results in the following research questions

Which interventions can the manager of Talent Advisory Benelux apply in order to help the team achieve 100% Usage and Adoption of HireVue?

The research has the goal of presenting knowledge and insights on desired interventions that can be used by the manager of the Talent Advisory Benelux team in order to improve the HireVue usage and adoption of TA Benelux. This thesis starts with a situation draft in chapter 1. Chapter 2 includes the problem formulation. Theory and concepts are stated in chapter 3 and chapter 4 covers the research methods. Chapter 5 consists of the results. Conclusions are declared in chapter 6, while chapter 7 provides insight into the general discussion. The recommendations are given in chapter 8. Finally, chapter 9 states how implementation could be achieved.

1. Situation Draft

Goal of this chapter

In the situation draft the reader will gain insight into relevant internal and external developments that are relevant for this research. Only the developments that directly influence the research question, i.e. the problem statement or area of research, will be mentioned. §1.1 focuses on the organization, §1.2 covers the internal analysis and §1.3 contains the external analysis.

1.1 Unilever

1.1.1　History

"Unilever is a business founded on a sense of purpose, and our unique heritage still shapes the way we do business today" (Unilever, 2018a). When William Hesketh Lever, founder of the Lever Brothers, wrote down his ideas for Sunlight Soap in the 1890s – he had a clear mission. His mission was "to make cleanliness commonplace; to lessen work for women, to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products" (Unilever, 2018). This sense of purpose has always been part of Unilever's culture. Unilever is today still helping people to look good, feel good and get more out of life.

*Figure 1: Unilever Logo
(Unilever, 2018)*

Unilever was formed on September 2, 1929   by the joining of two companies, Lever Brothers (established by Lord Leverhulme) and the Dutch company Margarine Unie (established by Jurgens and Van den Bergh – two family businesses). In March 2018, the decision was made to simplify Unilever's corporate structure by designating Rotterdam in The Netherlands as Unilever's headquarters.

1.1.2　Core business

Unilever is a transnational consumer goods company and one of the largest FMCG (Fast Moving Consumer Goods) companies. Magnum, Knorr, Dove and Omo are only four examples of the 400 Unilever brands that are bought in 190 countries across the world. Unilever's brands are divided into three categories: food & drinks, home care and personal care. Unilever (2018f) states that 'whatever the brand, wherever it is bought, we are working to ensure that it plays a part in helping fulfil our purpose as a business – making sustainable living commonplace'. Unilever's logo also expresses this commitment. Each icon in their logo has a meaning, e.g. 'the sun' represents the search for innovative ways to reduce the greenhouse has impact of Unilever products and 'the dove' as a symbol of freedom, empowerment and self-esteem (Unilever, 2018e).

1.1.3　Financials

Considering the year of 2017, Unilever had a €53.7 billion turnover, +3.5% underlying sales growth and €5.4 billion free cash flow (Polman & Pitkethly, 2018). Paul Polman (CEO) and Graeme Pitkethly (CFO) also state that 2017 was focused on 'making the company more agile and resilient'. Furthermore, new sources of growth have been identified:

- New Consumer Trends: digital, changing demographics, purpose-led consumers and authentic, natural & free-form;
- New Channels: health & beauty, experience stores, direct to consumer and e-commerce;
- New Markets: Cuba, Ethiopia, Iran and Myanmar.

1.2 Internal Analysis

§1.1 Gives insight in Unilever's history, core business and financials. Now, the organization's internal environment will be analysed according the 7-S Model of McKinsey. This model consists of seven interdependent factors which are either "hard" or "soft" elements, as seen in figure 2. "Hard" elements are relatively easy to define and management can directly influence them, whilst "soft" elements can be more difficult to identify - since they are less tangible and more influenced by culture (Mindtools, 2018). Each of the following paragraphs contains one element of McKinsey's 7-S Model.
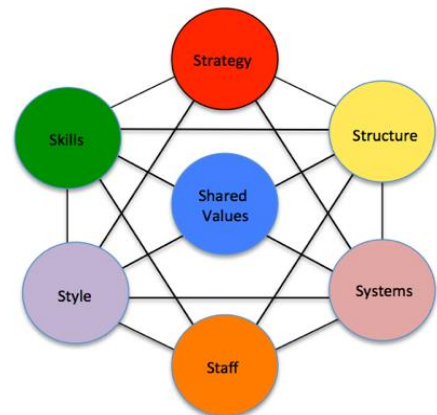
Figure 2: 7-S Model of McKinsey (Mindtools, 2018).

1.2.1 Strategy

Mission: Unilever's mission is to add vitality to life. "On any given day, 2.5 billion people use Unilever products to feel good, look good and get more out of life – giving us the unique opportunity to build a brighter future" (Unilever, 2018).

Vision: Unilever's purpose as a business is 'making sustainable living commonplace' (Unilever, 2018g). The Unilever Sustainable Living Plan (USLP) is key to achieving this vision. By combining the USLP with operational expertise across the business model, Unilever ensures 'responsible growth': accelerating growth in the business, while reducing environmental footprint and increasing their positive social impact (Unilever, 2018g). Unilever believes that their vision, blueprinted in the USLP, helps driving profitable growth for brands, saving costs, fuelling innovation and building trust (Unilever, 2018g). Figure 3 states the three main goals of the USLP.
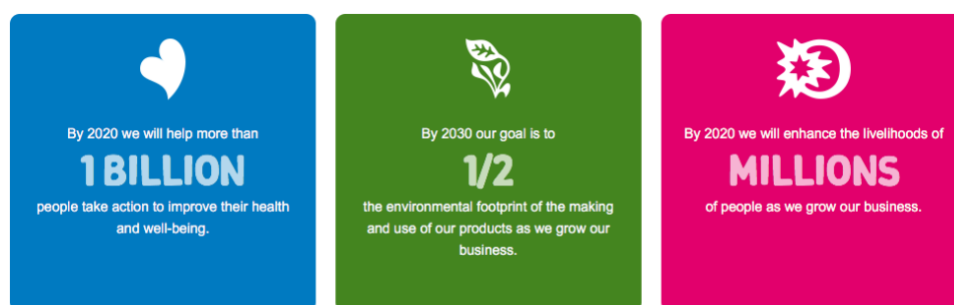
Figure 3: Three goals of the Unilever Sustainable Living Plan (Unilever, 2018).

Moreover, Unilever is currently undergoing a process of transformational decentralisation Connected for Growth (C4G) – the largest organisational change programme in more than a decade. C4G is driven by 240 cross-functional, entrepreneurial teams, who make decisions within their countries and functions. This leads to better use of information on consumer behaviour within the markets and increases the possibility of driving innovation on a local level. According to Nair (2017), "It is about making a large company like ours much simpler, much faster, and more consumer-centric."

HR Strategy: Developing and engaging Unilever employees is a key priority in Unilever's HR Strategy, since it is part of embedding sustainability and contributing to their strategy for sustainable growth (Unilever, 2018b). Unilever employs around 161,000 people worldwide and helps them develop new skills, new ways of working and new leadership qualities within a culture that values diversity (Unilever, 2018). This contributes to attracting and retaining the best talents which is imperative in attaining Unilever's mission and vision. Unilever's Employer Branding statement is: "A better business, a better world, a better you."

Unilever's HR Strategy is based on three pillars. Firstly, Unilever recognises the macro forces that have a fundamental impact on the workplace (further explained in the external analysis in §1.3) and focuses

on 'the changing workplace'. Unilever's strategic approach to managing their workforce is: "more simple, more human, more impact." To achieve this promise, actions are being taken such as reducing complexity, understanding people as individuals and personalising interventions to build the right leaders and teams. The HR transformation model called 'HR Reimagine' aims to make the Unilever employee's experience as simple and delightful as it can be.

The second pillar is 'developing an owner's mindset'. "An owner's mindset means more ownership and collaboration, clarity of purpose, more test and learn, embracing failure to gain insight, and an obsession with customers and consumers" (Unilever, 2018b). This trait is stimulated through C4G. "C4G encourages and equips people to adopt an owner's mindset by giving them more control through a simplified organisational and reward structure" (Unilever, 2018b). Another aspect that contributes to the second pillar is adopting an 'always on' learning culture. Since learning and building capacity is critical in a hyper-connected world, Unilever launched 'My Learning' in 2017 – a social learning platform with materials customised to individual profiles (Unilever, 2018b).

The third pillar of Unilever's HR Strategy focuses on gender diversity and inclusion. The main goal is developing an inclusive culture, promoting gender balance and respecting the contribution of all employees regardless of gender, age, race, disability or sexual orientation. Also, Unilever aims to ensure that applications for employment from everyone are given full and fair consideration and that everyone is given access to training, development and career opportunities (Unilever, 2018b). The USLP sets targets and ambitions for expanding opportunities for women and building a gender-balanced workforce within Unilever, with 50% of women in management positions by 2020 (Unilever, 2018b).

Considering the three pillars of HR Strategy, Unilever's Human Resources has various key areas; Talent Management, Employer Branding, Creating diversity, Performance Management, Mental Health & Wellbeing and the Learning Plan. Besides these areas, HR is responsible for the Unilever Future Leadership Programme (UFLP), the Global People Survey, the *Wajong* project and Agile Working.

Talent Advisory Strategy: Unilever's Talent Advisory Benelux team (TA) is based in Rotterdam and Brussels. The team consists of ten Talent Advisors who provide the business with suitable staff by handling the end-to-end recruitment and selection process. Talent Advisory is responsible for attracting, recruiting and selecting new employees for Unilever. Moreover, Talent Advisors take part in 'talent meetings' in which the possible moves of current employees are discussed. Furthermore, TA is responsible for the execution of Unilever's Employer Branding within the Benelux. HR Reimagine aims to make the employees experience simple and delightful, which in turn enhances Unilever's Employer Brand. Hence, considering HR Reimagine, TA's main task is to adapt the recruitment process towards a more simple, efficient, digital but also human process in line with the current developments

1.2.2 Structure

Organizational Structure: Unilever is structured in three different ways; divisions, functions and markets. The *divisions* consist of Food & Refreshment, Home Care and Personal Care. In addition, Unilever has eleven *functions* ranging from Customer Development, Finance and Marketing to Research & Development, Supply Chain and Human Resources. The *markets* are divided into Europe, North America, NAMET (North Africa, Middle East) & RUB (Russia, Ukraine, Belarus), North Asia, Latin America, South Asia, Africa, SEAA (South East Asia and Australia).

HR Structure: In line with HR Reimagine, Unilever's HR structure has drastically changed. The new HR structure is shown in figure 4. The last block represents Talent Advisory.

Figure 4: HR Structure (Unilever's internal documentation, SharePoint)

1.2.3 Systems

The main (communication) systems that run the organization are Microsoft Outlook (mailbox and agenda), Microsoft Office, SharePoint, Skype for Business, Unilever Inside and the U-Connect application. Specific functions may use alternative systems, but those are not relevant for this research. Furthermore there are monthly Town Hall meeting and News Centre mailings and multiple times a month the CEO Paul Polman informs all employees with a mailing regarding specific topics. TA uses numerous recruitment and selection systems (appendix 1). The main function of these systems are storing candidate information, tracking the progress of candidates in the selection process, communicating to candidates, tracking talent and consulting on pay scales or offer letters. As a result of the HR transformation 'HR Reimagine', more systems have been implemented. HireVue is one of these systems.

1.2.4 Shared Values

Unilever's Corporate Purpose, declared in the Code of Business Principles, states that to succeed requires "the highest standards of corporate behaviour towards everyone we work with, the communities we touch, and the environment on which we have an impact" (Unilever, 2018). The four core values are: integrity, responsibility, respect and pioneering. These values are guiding the daily decisions and actions that are being made while expanding into new markets, recruiting new talent and facing new challenges (Unilever, 2018c). The culture within the Talent Advisory team can be described as a culture in which working hard, helping each other and responsibility for individual tasks is key. However, according to Talent Advisory (personal communication, May 2, 2018) the following elements could be improved: teambuilding, managing expectations during work and work/life balance.

1.2.5 Style of Leadership

Paul Polman has been CEO of Unilever since January 2009 (Unilever, 2018). Under Paul's leadership Unilever has an ambitious vision to fully decouple its growth from its overall environmental footprint and increase its positive social impact through the Unilever Sustainable Living Plan (Unilever, 2018). He believes that there is no one leadership style, because the style depends on the situation. Polman states that "Leadership often boils down to making the tougher choices. But you try to be respected [through] values of dignity and respect for the people you deal with" (Financial Times, December 3, 2017). Leena Nair is Chief HR Officer (CHRO). She is the first female and youngest ever CHRO of Unilever (Unilever, 2018c). Nair believes that tomorrow's world is about networks, integration, and making things happen in a very different way – in which human qualities of empathy, intuition and curiosity are of great importance (Forbes, December 4, 2017). Jaïri Terpstra is manager of Talent Advisory Benelux. She leads a team of ten Talent Advisors ensuring a diverse, engaged and innovative workforce. Her leadership style is characterized by pace-setting, coaching and providing a long-term vision.

1.2.6　Staff

Recruitment activities were insourced because the contract with Accenture had ended. Hence, new Talent Advisors needed to be recruited on a Unilever contract. Thus, the TA is relatively new; six team members joined in 2017, while four team members joined in 2018. Some Talent Advisors have more experience with recruitment at Unilever, since they are former Accenture employees or interns in the team. Generally, each Talent Advisor primarily recruits for a few functions, for example Finance or Marketing. Additionally, Talent Advisors have specific projects such as the UFLP, Avature or Internships. Since the current team has not been in existence for long a few Talent Advisors are still in the phase of learning the detailed processes and exceptions to standard procedures. Furthermore, because of the numerous (new) systems to work with it is key that the team get proper guidance and the tools to learn these systems.

1.2.7　Skills

According to Terpstra (2018) the following skills are strongly represented within the TA team: strong stakeholder management, recruiting skills, a service mindset and a high speed to fill. However, the team could improve on being more digital savvy and analytical on their own recruitment and talent data (Terpstra, 2018).

The previous paragraph provided insight into Unilever's internal situation, described by elements out of McKinsey's 7-S Model. Some elements are meant to only give insight into the general internal situation, while other elements are especially relevant to the research question. Specifically the *strategy* (HR transformation 'HR Reimagine' and Talent Advisory strategy), *systems* (numerous recruitment systems implemented), *staff* (a relatively new team) and *skills* (digital savvy can be improved) are important elements that directly influence the area of this research. The next paragraph states the external elements that generally influence Unilever and specifically influence the research scope.

1.3 External Analysis

Unilever is a multinational organization which operates in the Fast Moving Consumer Goods (FMCG) sector. Unilever's largest international competitors are Nestlé and Procter & Gamble. Moreover, Unilever faces competition in local markets and in specific product ranges from competitors such as Danone, Henkel, Mars etc. According to a report by Deloitte in The Netherlands (2017), the following five key trends currently impact FMCG:

1. Unfilled economic recovery for core consumer segments;
2. Health, wellness and responsibility as the new basis of brand loyalty;
3. Pervasive digitization of the path to purchase;
4. Proliferation of customization and personalization;
5. Continued resource shortages and commodity price volatility.

Today it is imperative for any business organization willing to survive, succeed or ultimately excel, to be aware of its surrounding environment before taking on any next actions. The PESTLE model is a common analysis tool for the general environment of organizations. Each letter in the word PESTLE represents a factor which influences the general environment. Additionally, some elements of the SWOT analysis are added – which gives insight into the opportunities and threats of the highlighted factors. For Unilever, recruitment in general and specifically Unilever's Talent Advisory team, the following factors apply:

- **Political factors** – In in each of the 190 countries where Unilever operates, there are political differences. Although the majority of these countries are politically stable, in some countries there are political risks such as corruption or bribery. Moreover, the political issue in the European Union, e.g. the developments on Brexit, influence Unilever. Lastly, Unilever has opportunity for growth based on the expanding free trade relations, especially those in developing countries i.e. emerging markets (Unilever, 2018).

- **Economic factors** – According to IMF (2018), the real Gross Domestic Product (GDP) growth in advanced economies is 2 and in emerging markets and developing markets 4.9. In general, the real GDP is growing relatively faster than in previous years (IMF, 2018). This can be interpreted as an opportunity, since Unilever operates in these emerging markets. Furthermore, wages and economic stability are increasing in developing countries – which positively impact Unilever's potential sales. However, increasing costs (e.g. labour costs) can also be a threat to the organization. Also, the unemployment rate in the Netherlands decreased from 6.6% in January 2017 to 5.2% in March 2018 (CBS, 2018). Furthermore, constant changes in organizational needs and increasing competition from start-ups can be seen as a threat to both Unilever and Unilever's recruitment process. This stresses the importance of C4G, HR Reimagine and Unilever's Employer Branding.

- **Social factors** – Consumers are becoming more conscious of their health and healthy products. Consumers have increased interest in sustainability – which results in a growing demand for 'green' products. Consumers and suppliers also have a growing interest in e-commerce and online purchases. This is an opportunity, since Unilever's vision, embedded in the USLP and organizational change program C4G, act according to these developments. On the other hand, social developments such as an aging workforce, 'War for Talent' and higher candidate expectations are having an increased influence on recruitment. McKinsey Global Institute has discovered that employers will require 16 to 18 million more college-educated workers than will be available in 2020, a gap representing 11% of demand in Europe and North America alone (Verhaag, 2015). The above factors can be seen as a threat. Unilever's strong position as an 'Employer of Choice', the HR Reimagine programme and the introduction of technologies like HireVue can, however, be seen as strengths and/or opportunities. Additionally, these forecasts (outlooks) stress the importance for recruiters to reach beyond the traditional ways of working, adapt their practices and source candidates from the non-traditional talent pools (Verhaag, 2015).

- **Technological factors** – "Our continued success is constantly challenged in a world where change is happening at an ever faster pace fuelled by the rapid take-up of digital technology" (Unilever, 2018). According to Smithson (2017), rising business automation can be an opportunity (increasing operational efficiency supports supply chain or recruitment processes) or a threat (competitors will also use these technological improvements). Rising Research and Development (R&D) investments can also be a threat to Unilever, since they increase the competitive advantage of other FMCG organizations. Moreover, decreasing costs of transportation based on technological efficiencies can lead to lower operating costs – both for Unilever as well as for competitors. Furthermore, today's recruitment technology has provided innovative ways to remove the barriers to non-traditional talent to ensure their entry into the labour market and allow them to tell their story and be heard (Verhaag, 2015). As the new war for talent heats up, this pool will become an increasingly essential element in staffing. By being responsive to the labour market's needs and technological developments, organizations have the opportunity to dramatically accelerate their recruitment processes and access an incredibly diverse pool of non-traditional talent that has, until now, largely gone untapped (Verhaag, 2015). The above-mentioned factor is a clear opportunity, however proper communication, training and guidance in these new technologies is an imperative condition for the success of these new recruitment technologies.

- **Legal factors** – Global operations and differences in local laws and regulations can be a threat for Unilever in terms of complexity. But Unilever has an opportunity to enhance its corporate image by matching the organization's corporate social responsibility (CSR) with the environmental regulations – which are also increasing in complexity. Furthermore, it is imperative for FMCG companies to ensure food safety. Internationally-recognised food safety frameworks, therefore, play an important role (Discours-Buhot, 2018). Also, the General Data Protection Regulation (GDPR) influences the way organizations across Europe approach data privacy. GDPR has significant consequences for HR, specifically recruitment and selection processes and practices.

- **Environmental & Ethical factors** – Number 12 of the United Nations Sustainable Development Goals is "Ensure sustainable consumption and production patterns" (United Nations, 2018). The food sector

accounts for around 30 per cent of the world's total energy consumption, thus the FMCG sector plays a very important role. The rising interest of business environmentalism is an opportunity for Unilever to enhance and carry out its Unilever Sustainable Living Programme, which will attract consumers concerned about the environment as well as strengthen Unilever's competitive advantage against its competitors. The second goal of Unilever's Sustainable Living Plan is: "By 2030 our goal is to halve the environmental footprint of the making and use of our products as we grow our business." This goal relates to greenhouse gases and water, as well as waste and packaging and sustainable sourcing. Communicating Unilever's sustainable vision to suppliers and consumers is imperative in making it a strength for both the organization as well as the recruitment process.

1.4 Sub Conclusion

We live in a rapidly changing world. Unilever is affected by several external developments. The organization needs to adapt in order to stay competitive and recruitment practices need to adapt too. Unilever adapts by implemented C4G and HR Reimagine. Talent Advisory Benelux needs to change their ways of working, because HireVue – a digital interviewing tool – needs to be fully adopted and used before the end of 2018. Barriers that currently exist in the team are the new team, numerous new systems and high work pressure. Furthermore, it is key that (new) team members get proper guidance on the new systems, which was not always possible because of the hectic work environment. Terpstra mentions that more digital savviness is desirable (appendix 4). The next chapter states the problem formulation.

2. Problem Formulation

Goal of this chapter

This chapter gives insight into reasoning and relevance (§2.1), the problem statement (§2.2) and the research objective (§2.3). In §2.4, the reader will find the research question and sub questions. The last paragraph includes the delineation which states several constraints that limit the research. In summary, all elements of the problem formulation will give a better understanding of the core problem that will be challenged in this research.

2.1 Reasoning

We live in a digital era where developments rapidly follow each other and the only certainty is that the pace of change will increase in the future. Rapid developments in Big Data, artificial intelligence, machine learning and automation change the ways of working in many sectors – including HR and recruitment. Additionally, "consumers want everything they want, where they want it and when they want it" (Nair, 2018). This attitude also applies to people who are searching for a job – i.e. candidates. Unilever has capitalized on these trends by setting up the HR change programme 'HR Reimagine' which has the following vision: "Making employees experience at Unilever as simple and delightful as it can be, allowing people to be their best: boosting sustainable growth!" (Unilever, 2018). The transformation to a more simple HR organization but also the shift in the employees' mindset as a result of change management, can be an example to other organizations and teams across the world.

For Talent Advisory, HR Reimagine entails the implementation of several new systems. HireVue is one of these systems and its implementation changes the ways of working in the TA team. On the first of December 2017, HireVue was implemented for regular roles in TA Benelux. The first business goal in TA's '3+1 Goal Plan 2018' is to "Deliver the culture change of Recruitment with HR Reimagine; Create Operational Impact with Technology Adoption & Efficiency". The corresponding KPI, amongst others, is "achieving 100% usage and adoption of new technology HireVue Digital Interviewing and HireVue Coordinate" (Unilever, 2018)[1].

---

[1] Source derived from Unilever's internal documentation (not publicly accessible).

HireVue has benefits for both Talent Advisors and candidates. On the one hand, HireVue should make the recruitment process more efficient and flexible for TA – the videos can be reviewed whenever and wherever (s)he wants and can be shared with Hiring Managers. Furthermore, by watching a candidate's video Talent Advisors can easier assess certain skills and competences – e.g. presentation skills – in comparison to an interview over the phone. On the other hand, HireVue gives candidates a unique chance to show who they are. "When a candidate records a video application, they show their motivation, willingness and uniqueness. Since motivational letters can be copied and pasted, but video applications are a unique representation of how someone truly is" (El Moussati, May 6, 2018). Moreover, by using HireVue candidates have more flexibility since they can record the interview whenever and wherever they want.

The benefits of HireVue can, however, only be accomplished when each and every Talent Advisor fully uses and adopts the new technology. Preliminary research, consisting of several interviews and a data check, showed that TA Benelux is not yet fully using and adopting HireVue. According to Terpstra, manager of the Talent Advisory Benelux team, there is some resistance towards HireVue: "I see people in the team not using HireVue. They feel the tool is difficult, time consuming to dive into and in general different from the way they used to work" (Terpstra, April 12, 2018).

Analyzing the tracking data of HireVue on a global scale shows that TA Benelux uses HireVue to a smaller extent than other Unilever TA teams across the world (Unilever, personal communication, April 10, 2018). The 2018 report includes data between April 2017 and March 2018 of 37 countries who use HireVue. All TA teams combined created[2] a total of 1,992 positions in HireVue. Just like the Netherlands and Belgium, Brazil has, since December 2017, started using HireVue. Brazil can thus be used as a benchmark country. Since December 2018, the Brazilian TA team created 69 positions whilst the Benelux team created only 39 positions. Percentage wise, Brazil created 3.5%[3] and Benelux 2%[4] of positions.

When the KPI and the team goal for 2018 are not met, several consequences arise. Talent Advisors are primarily measured on their performance on KPI's. If the KPI on technology adoption is, therefore, not met, this will negatively impact their performance rating at the end of 2018. Additionally, not achieving the KPI and corresponding business goal, will not only decrease TA's credibility within the business but will also result in not meeting Global's[5] objective of fully using all new technologies. Secondly, when TA does not fully use and adopt HireVue, the tool cannot be 'sold' towards the internal and external stakeholders. Internally, this could lead to less acceptance of HireVue by the business – i.e. Hiring Managers. Externally, this can possibly lead to a weaker Employer Brand since candidates expect a more simple, digital and personal recruitment process.

2.2 Problem Statement

Preliminary research interviews and global tracking data show that not all TA Benelux team members have adopted HireVue – which puts reaching the KPI and team goal for 2018 in danger. This KPI should be met, otherwise the first business goal for TA will not be achieved – which in turn can possibly have a negative impact on the efficiency of TA, the credibility of TA within the business, the candidate experience and Unilever's Employer Brand.

In an ideal situation Talent Advisors would fully use and adopt HireVue in order to use Hiring Manager's time – which is actually business time – effectively and achieve other positive effects. The manager, Mrs. Terpstra, expressed the need for changes to be made to the Talent Advisory Benelux team which would result in a higher usage and adoption of HireVue.

---

[2] When using HireVue, a Talent Advisor starts the process by creating a position of the vacancy in HireVue.
[3] Experienced Professionals Brazil: 69/1992x100% = 3%
[4] Experienced Professionals Netherlands created 33 positions, Belgium 6, total of 39, thus 39/1992x100% = 2%
[5] Global refers to Unilever's Global policies and procedures. Generally, local teams can not differ from these policies.

2.3 Research Objective

The research has the goal of presenting knowledge and insights on desired interventions that can be used by the manager of the Talent Advisory Benelux team in order to improve the HireVue usage and adoption of TA Benelux.

2.4 Research questions

In order to reach objective mentioned in §2.3, a research question and five sub questions are framed. Both sub question 4 and 5 are split into several parts, since they include underlying elements. These elements are further elaborated on in chapter 4.

Research Question

Which interventions can the manager of Talent Advisory Benelux apply in order to help the team achieve 100% Usage and Adoption of HireVue?

Sub questions:
1. What are the main problems in software implementation?
2. Which factors influence the usage and adoption of new software?
3. How can change management be used to influence the behaviour of software users?
4. How do users value currently value HireVue?
5. What are the best practices with regard to the implementation of HireVue or other recruitment software?

2.5 Delineation

Within the time frame of this research, the researcher will collect as much valuable information as possible whilst remaining objective. The research is limited by several constraints. The following constraints will be discussed: the part of the organization, the part of the Talent Advisory team, the relevant users and stakeholders, 3+1 Goal Plan 2018, HireVue Digital Interviewing, the time and place.

First of all, the research focuses on the Talent Advisory function within Human Resources at Unilever. The main player in this research is the Talent Advisory team Benelux, based in Rotterdam and Brussels. However, not all team members are included in the research scope. The specific delineation regarding TA and relevant users will be stated in §4.1.

Secondly the research concentrates on the relevant users: TA Benelux and Hiring Managers. Thus, the research does not entail an investigation into the opinions of candidates who use HireVue in their Unilever selection process. Preliminary research, however, did show that candidate acceptance of HireVue is an important driver for Talent Advisory's usage of HireVue – if TA feels that candidates do not want to use HireVue, they might become more sceptical towards using it, which in turn negatively impacts TA's HireVue usage and adoption.

The research question has arisen from the first team goal for 2018 and corresponding first KPI – as part of the 3+1 Goal Plan for 2018. The other team or personal goals for 2018 are not included in the research scope. The research focuses on HireVue Digital Interviewing, meaning the video interview software tool for conducting pre-hire assessments. The research does not focus on HireVue Coordinate, a tool to organize and plan video interviews. The reason for this is the fact that the agreement for HireVue Coordinate ended as of the 27th of April 2018 (Internal e-mail, April 12, 2018). Finally, the research is delineated in terms of time: it will take place between March 5 and June 4, 2018. The researcher is based at both Unilever locations, Weena and the Brug, in Rotterdam. Since one Talent Advisor is located in Belgium, communication will go via Skype for Business.

2.6 Sub Conclusion

This chapter provided insight in the relevance, problem statement and research objective. Also, the research question, sub questions and delineation were given. The next chapter is about the theories and concepts.

3. Theory and Concepts

Goal of this chapter

The main goal of this chapter is to give insight into scientific concepts, theories and models that are relevant to this research. After diving deep into the imperative elements of the objective, the researcher concluded that there are many theories regarding software implementation, software usage and adoption and change management. Although the theories about software mention that 'the human element' is important, there is, however, no clear explanation as to *how* this human element can be influenced. As a future HR-professional, the researcher highly values this human factor. Thus, change management strategies – i.e. HR competencies, change agent and handling resistance – are further examined. Finally, the researcher creates a conceptual model (figure 5) in which the theories are related to each other.
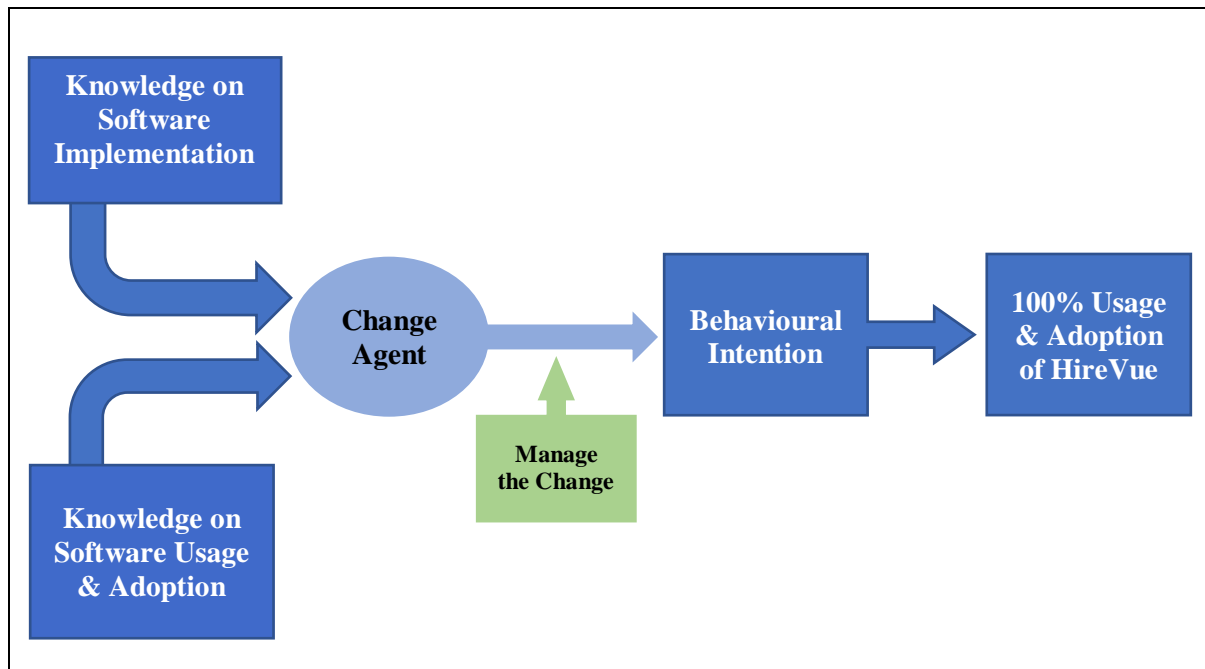
Figure 5: Conceptual model (A.M. Vos, 2018).

The change agent is the manager or person that wants to change something in a team. First and foremost, the change agent needs to have knowledge of both software implementation and software usage and adoption. The change agent can then 'manage the change' by applying change management practices to the team. If done correctly, the behavioural intention of the team members increases – which positively affects the usage and adoption of HireVue. In the following paragraphs, the crucial research elements will be described: §3.1 focuses on software implementation, §3.2 on software usage and adoption and §3.3 on change management. The last paragraph states a sub-conclusion. Key concepts describes the theoretical framework, while theories and models include desk research and literature review.

3.1 Software Implementation

3.1.1 Key Concepts

"Software is generated from thousands of lines of codes which are developed by a number of people with a variety of skill sets using a multitude of development methods, standards and rules" (Land, Smith & Walz, 2008, p.1). Implementation is the act of implementing or putting a definite plan or procedure into effect (Dictionary.com, 2018c).

3.1.2 Theories and Models

In 2013, Hoonakker et al. found that "User satisfaction is a critical factor in information technology implementation (p. 252)." Hoonakker et al. (2013) studied the changes in end-user satisfaction with computer software and found out that several attempts to implement a specific system have failed or

been met with high levels of user resistance. Thus, the success of software implementation is severely influenced by the attitude of end-users. Furthermore, Kagan, Naumova and Vilman (2016) conducted research on 'The Problems of project management software implementation in construction corporations'. Although their research is focused on construction corporations – not on FMCG or HR – it remains relevant because their concepts can be used in general software implementation in organizations. The paper states six main problems of software implementation (Kagan, Naumova and Vilman, 2016, p. 2) and eight different reasons that can cause unsuccessful implementation of software (Kagan, Naumova and Vilman, 2016, p. 4), shown in table 1 and figure 6.

The most relevant aspects of table 1 will be discussed. (2) The necessity of particular reorganization of structure and organization activities; before implementing new software into the organization, it is imperative to fully examine all working aspects of the organization – this examination may lead to a restructuring of organizational activities. (3) The need to change the working technology; it is crucial to make sure the new software is compatible with the existing software. (4) The resistance of employees can cause delays in

The main problems of a software implementation

1. Unclear formulation of the corporation's task
2. The necessity of particular reorganization of structure and organization activities.
3. The need to change the working technology with information and business- management principles.
4. The resistance of employees.
5. Temporary increase of employees load
6. The formation of a skilled implementation team or project head

Table 1: Problems of software implementation (Kagan, Naumova and Vilma, 2016, p. 2)

the implementation phase. This resistance is caused by several human factors: "The fear of innovation, conservatism, apprehension [i.e. fear] of losing the workplace or your dispensability, fear of responsibility" (Kagan, Naumova and Vilman, 2016, p. 2). (5) Temporary increase of employees [work] load; workers have to learn how to work with the new software, which takes time.

Figure 6 shows the eight reasons for unsuccessful implementation and their percentage shares. Again, the most relevant aspects of the pie chart will be discussed. According to Kagan, Naumova and Vilman (2016) 40% of unsuccessful implementations are caused by the inattention of the project heads (1). Additionally, the lack of clear project goals (2) and unformalization of business-processes in the company (3) make up for 17% and 14% respectfully of unsuccessful implementations. Finally, 12% of unsuccessful implementations are caused by the fact that the company is not ready to change (4). The other reasons (5-8) have relatively less chance of being the reason for unsuccessful implementation.
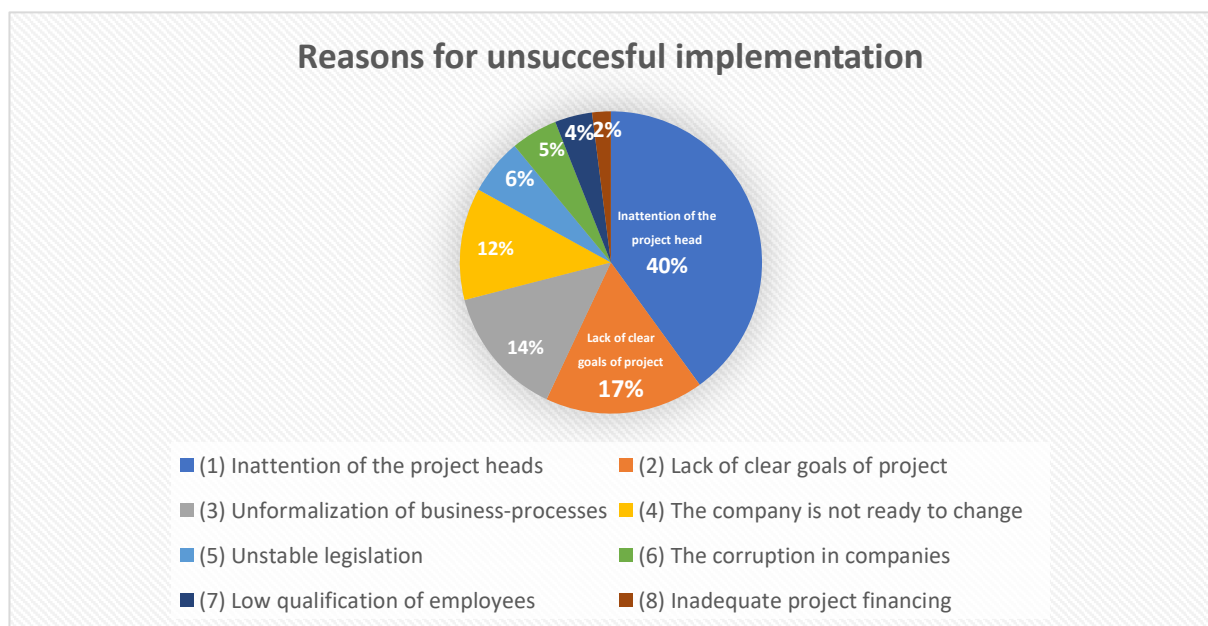

Figure 6: Diagram reasons for unsuccessful implementation (Kagan, Naumova and Vilma, 2016, p. 3)

All things considered, according to Kagan, Naumova and Vilman (2016, p. 4) the rules to follow in order to achieve the best (result of a) project management software implementation results are:

- Correct working arrangements
- Rational using of devices
- Rational using of working time

The above mentioned key concepts, theories and models provided insight into factors that could possibly have gone wrong or right during (in) software implementation. The following paragraph focuses on software usage and adoption.

3.2 Software Usage and Adoption

3.2.1 Key Concepts

Usage: "Use refers to an individual's actual direct usage of the given system in the context of his or her job" (Davis, 1980, p. 25). Davis questioned: "What causes people to accept or reject [thus use] information technology?" There are many variables that influence system [or software] use (Davis, 1980). Previous research suggests two determinants that are especially important; perceived usefulness and perceived ease of use (Davis, 1989). The first determinant can be defined as:

> Perceived usefulness is defined [here] as "the degree to which a person believes that using a particular system would enhance his or her job performance." This follows from the definition of the word useful: "capable of being used advantageously." A system high in perceived usefulness, in turn, is one for which a user believes in the existence of a positive use-performance relationship (Davis, 1989).

The second determinant, perceived ease of use, can be defined as:

> Perceived ease of use refers to "the degree to which a person believes that using a particular system would be free of effort." This follows from the definition of "ease": "freedom from difficulty or great effort." All else being equal, we claim, an application perceived to be easier to use than another is more likely to be accepted by users (Davis, 1989).

Adoption: Adoption means the act of adopting; to accept or act in accordance with (a plan or principle) (Dictionary.com, 2018a). Davis (1980) mentions that the user acceptance testing process consists of two phases. The first phase consists of briefly demonstrating new systems to representatives of the intended user population in a laboratory setting. The second phase involves measuring the representatives' motivation to use the systems in their jobs. Based upon these two measurements, the degree of likely acceptance of the system [or software] by the users can be predicted (Davis 1980).

The above mentioned key concepts will be further discussed in the next paragraph, since they are fundamental to the theories and models regarding software usage and acceptance.

3.2.2 Theories and Models

In 1985, Fred. D. Davis published his Ph.D. research 'A technology acceptance model for empirically testing new end-user information systems: theory and results'. The goal of the research was to develop and test a theoretical model of the effect of system characteristics on user acceptance of computer-based information systems (Davis, 1985). Davis created a model called 'Technology Acceptance Model' (TAM), which should provide the theoretical basis for a practical "user acceptance testing" methodology. According to Davis (1985), such user acceptance testing could provide useful information about the relative likelihood of success of proposed systems early in their development. After Davis, numerous researchers have cited, adjusted and researched the original TAM. Although these researchers added value to the model, Davis' TAM can be seen as the original model – thus, this is the model used in this research.

Davis' Technology Acceptance Model is shown in figure 7 with arrows representing causal relationships (Davis, 1985, p. 24). According to the model, various design features directly influence the perceived usefulness (1) and perceived ease of use (2). Furthermore, a potential user's motivation is determined by three factors: perceived usefulness (1), perceived ease of use (2) and attitude towards using (3) – with the first two factors (1, 2) influencing the third factor (3). Moreover, perceived ease of use (2) has a causal effect on perceived usefulness (1). Lastly, the model states that the attitude towards using the technology (3) is a major determinant of whether or not the user actually uses the system (4).
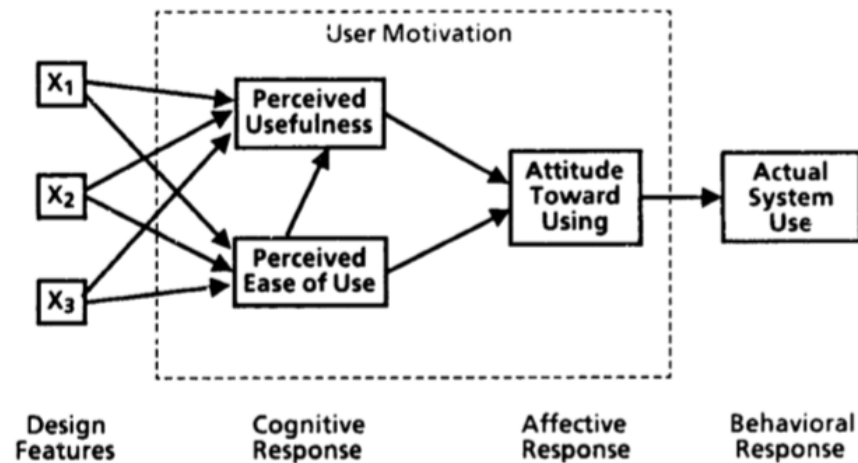
Figure 7: Technology Acceptance Model (Davis, 1985)

The TAM states a couple definitions, some of those have already been defined in the previous paragraph: *Perceived usefulness* - the degree to which an individual believes that using a particular system would enhance his or her job performance - and *Perceived ease of use* - the degree to which an individual believes that using a particular system would be free of physical and mental effort (Davis, 1985). The TAM introduces two additional key concepts: attitude and use. *Attitude* refers to the degree of evaluative affect (e.g., Fishbein & Ajzen, 1975, p. 216) that an individual associates with using the target system in his or her job. *Use* refers to an individual's actual direct usage of the given system in the context of his or her job (Davis, 1985).

In 2016, Tarhini, Elyas, Ali Akour and Al-Salti extended Davis' TAM[6] by including four elements: Social Norm (SN), Quality of Work Life (QWL), Self-efficacy (SE) and Facilitating Conditions (FC). Moreover, individual differences – gender, age, education and experience – were added as 'moderators' to the model. Their research aims to develop a conceptual model of technology acceptance that explains how individual, social, cultural and organizational factors affect students' acceptance and usage behaviour of a Web-based learning systems (Tarhini, Elyas, Ali Akour and Al-Salti, 2016).
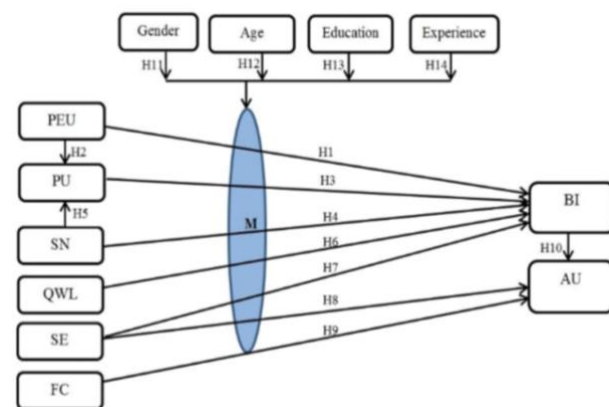
Figure 8: Conceptual Model based on Extended Technology Acceptance Model (Tarhini, Elyas, Ali Akour and Al-Salti, 2016).

In §3.1 and §3.2 the theories on software were stated. These theories emphasize the importance of the 'human element' on successful software implementation, usage and adoption. This 'human element' includes user's motivation, resistance of employees, increase of employees workload, head of a team and attention of project heads. As mentioned in the conceptual model (A.M. Vos, 2018), the software

---

[6] PEU: Perceived Ease of Use, PU: Perceived Usefulness, BI: Behavioural Intention, AU: Actual Usage

theories emphasise the 'human element', but the way *how* this human element can be executed is missing. Thus, §3.3 gives insight into these human factors by stating key concepts, theories and models on change management, resistance and HR competencies.

3.3 Change Management

3.3.1 Key Concepts

Change means to make the form, nature, content, future course, etc., of (something) different from what it is or from what it would be if left alone (Dictionary.com, 2018b). Presumably, people are resistant to change – if the current conditions are neutral or satisfying, a person will not have an incentive to change. Organizations, however, – and the people within these organizations – need to change since the external environment is constantly changing e.g. globalization, competition, automatization, war on talent and candidate expectations. As mentioned before in the external analysis and Deloitte's report (2017), there are several trends currently impacting Unilever and its ability to recruit. In order to maintain pace with these trends, Unilever's recruitment processes and, thus employees involved in these recruitment processes, need to adapt, ergo change. Change management is an imperative competency for HR professionals. Ulrich, Brockbank, Yeung and Lake (1995) collected data from 12,689 associates and concluded that 'Management of Change' is the most important competency for HR professionals to fulfil their role (appendix 2). Hence, in order to stay competitive HR professionals must be able to change the internal business environment in alignment with the external business changes (Ulrich, Brockbank, Yeung and Lake, 1995).

Al-Mashari and Zairi (2000) concluded that change management techniques and tools are core competencies in effective software implementation. Change management is needed to "facilitate the insertion of newly-implemented systems, processes and structure into the working practice, and deal with possible resistance" (Al-Mashari and Zairi, 2000, p. 14). Hence, change management is useful in dealing with system implementation and possible resistance. Resistance is the act or power of resisting, opposing, or withstanding (Dictionary.com, 2018d). Managers have various terms to describe resistance: pushback, not buying in, criticism and so on. Resistance is a subjective matter on both sides and so-called resisters often don't view their own behaviour as inconsistent with the organization's objectives (Ford and Ford, 2009). Unless focusing on the negative connotation of resistance, resistance itself is not always a bad sign. According to Ford and Ford (2009), resistance can be used to effect productive change by viewing it as a form of feedback. Their model will be used in this research and is stated in the next paragraph.

"Individual resistance to change often keeps organizations from adapting as quickly as desired" (Ulrich, Brockbank, Yeung and Lake, 1995). If HR professionals, therefore, have competencies to manage change processes, they can use these to help colleagues manage change, thus improving the overall ability of an organization to change – which is a key source for competitive advantage (Ulrich, Brockbank, Yeung and Lake, 1995). In their paper, Ulrich, Brockbank, Yeung and Lake (1995) quote that Tichy (1983) adequately describes the attributes of a change agent, which are shown in table 2.

Attributes of a Change Agent

1. Being able to diagnose problems
2. Build relationships with clients
3. Articulate a vision
4. Set a leadership agenda
5. Solve problems
6. Implement goals

Table 2: Attributes of a Change Agent (Tichy, 1983)

The theoretical framework on change management will be extended in the next paragraph, where relevant theories and models regarding change management are stated based on desk research.

3.3.2 Theories and Models

In the field of change management, numerous theories and models can be found. Nonetheless, there are significantly less theories specifically focusing on change management in software implementation. Relevant theories and models that will be discussed are Ford and Ford's and Aladwani's. Ford and Ford (2009) see resistance as a valuable form of feedback from people with deep knowledge about daily operations. Treating employees' concerns as valuable information will give the manager important

ideas for communicating and executing the change initiative (Ford and Ford, 2009). Managers can use employee resistance to productively effect change; the five methods are shown in figure 9.
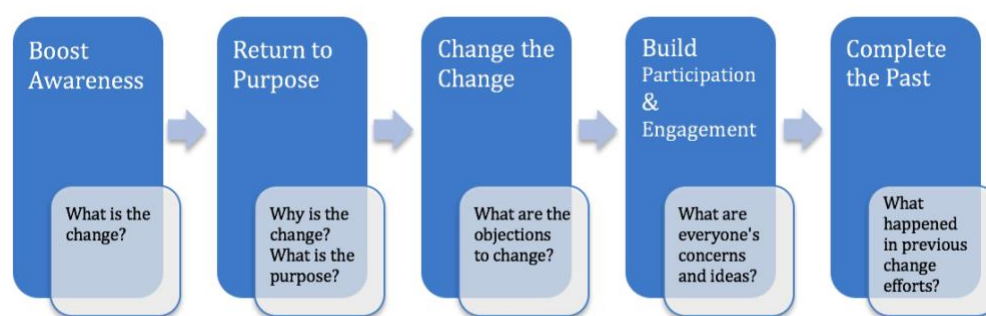
Figure 9: Five ways in which resistance can be used to effect change productively (Created by A.M. Vos based on Ford & Ford, 2009)

Despite the fact that resistance can be seen as a sort of feedback, any resistance to the use software is still something that needs to be tackled. According to Aladwani (2001) "top management should, … , proactively deal with this problem instead of reactively confronting it". In his paper, Aladwani (2001) elaborated on the unwanted attitude from potential users that top management faces when implementing an enterprise resource planning (ERP) system. Despite the fact that Aladwani focuses on an ERP system, his models are relevant for this research, since the ERP system and HireVue are both software.

Aladwani (2001) demonstrates how a combination of ideas and strategies from marketing and software implementation could help overcome workers' resistance to the system. Improvement strategies, such as HireVue implementation, commonly involve change. Hence, responsiveness to internal customers (the main users; Talent Advisors) is critical to avoid difficulties associated with this change (Al-Mashari and Zairi, 2000; Aladwani, 1999; Aladwani, 1998). In order to assist top management with the complex problem of worker' resistance to software implementation, Aladwani (2001) proposes an integrated, process-oriented framework consisting of three phases: (1) knowledge formulation, (2) strategy implementation and (3) status evaluation. The full framework is included in appendix 3.

For this research, especially the second phase – strategy implementation – is important. In this phase, managers need to handle the situation appropriately by using relevant techniques. Aladwani (2001, p. 273) suggests a model which matches appropriate strategies with the appropriate stage to overcome resistance sources (habits and perceived risks) effectively. Tables 3, 4 and 5 give insight in the types of and the corresponding practical actions.

Strategies for favourable **Awareness** response	Strategies for favourable **Feelings** response	Strategies for favourable **Adoption Intention** response
• Communicating software benefits • Communicating software general operations	• Minimizing adoption costs • Involving individuals & groups • Enhancing software interface quality • Hands-on training	• Securing support of opinion leaders • Timing software introduction

Table 3: Awareness response (Aladwani, 2001)   *Table 4: Feelings response (Aladwani, 2001)*   *Table 5: Adoption Intention response (Aladwani, 2001)*

It is important to mention that top management has the role of giving commitment and support on these practical actions. It should also be noted that responses mutually influence each other: the awareness response influences the feeling response, which in turn influences the adoption intention response Aladwani, 2001). A combination of the favourable responses (awareness, feelings and adoption

intention) could lead to decreased employee resistance which in turn leads to increased software adoption.

3.4 Sub Conclusion

The conceptual model supposed that if the change agent has knowledge of both software implementation and software usage and adoption, (s)he can use change management practices to 'manage the change'. This leads to an increased behavioural intention of end-users and in the end to an increased usage and adoption of HireVue. The previous paragraphs have provided insight into relevant scientific articles on both software implementation and usage and adoption as well as change management. Summarizing, this chapter provided insight into key concepts, theories and models – according to the conceptual model – which are relevant for the research. In the next chapter, the research methods will be discussed.

4. Methods

Goal of this chapter

This chapter states the research design; in which way the research is conducted and which methods are used in each sub question. The reader will gain insight in the research set up (§4.1) and methods, procedure and analysis (§4.2). Paragraph 4.3 is about reliability and validity.

4.1 Research Set Up

The research question is: "*Which interventions can the manager of Talent Advisory Benelux apply in order to help the team achieve 100% Usage and Adoption of HireVue?*" A descriptive research methodology is best suited to answer this question. In order to answer the sub questions – and thus the research question – as best as possible, mixed-method research is used. It combines both qualitative and quantitative research (Van der Velde, Jansen, & Dikkers, 2015). The research takes place within Unilever Benelux, specifically in the Talent Advisory Benelux team. The research started on the 5th of March 2018 and ends on the 4th of June 2018. Preliminary research includes interviews with several internal stakeholders and both internal and external desk research. The following sources are used, among others: Unilever's intranet, public website and HR/TA strategy documentation. These sources were used as input for the situation draft and problem formulation.

Theoretical framework: After the preliminary research, the researcher lists the most important key words of the research question. Those key words are software implementation, problems in software implementation, software usage and adoption, change management and HR competencies. HLVinden[7] and Google Scholar are then consulted in order to retrieve relevant scientific papers and articles. This is determined by evaluating the reliability of the source, the date of publish and usability. After gaining sufficient scientific knowledge on the main key concepts, the researcher then writes the theoretical framework (§3.1.1, §3.2.1 and §3.3.1). All literature is stated in the biography.

The following paragraph describes which research methods are used for each sub question. Both the reason for choosing a research method as well as the way of analysing the data is discussed per sub question. Appendix 5 shows each sub question, research method and involved stakeholders.

4.2 Research methods, procedure & analysis

Sub Question 1: What are the main problems in software implementation?
In order to answer the first sub question desk research will be used. The theoretical framework provides the basis for this desk research. In order to gain professional knowledge, several professional publications are consulted. Furthermore, scientific knowledge is gained by consulting scientific papers. The key words that are used in search engines HLVinden and Google Scholar are *software*

---

[7] The database of the University of Applied Sciences which includes scientific articles and sources.

implementation, software implementation problems, implementation challenges and *successful software implementation*. The researcher uses primary online publications i.e. original theoretical, empirical and research articles for instance articles in scientific journals, books and dissertations. The researcher has a preference towards online articles instead of books, since articles show recent developments in a specific research field – substantiated with original empirical research, while books often contain literature on a broader field (Van Der Velde et al., 2015). However, assessing the reliability and validity – and thus the usability – of each online publication is imperative for the quality of the research. After thoroughly analysing the usability of each source, §3.1 is composed with the most important theories and models on software implementation.

Sub Question 2: Which factors influence the usage and adoption of new software?
Desk research is also used to compose the second sub question. Again, the theoretical framework serves as a basis for searching professional publications and scientific papers. The following key words are used: *software acceptance, software usage* and *software adoption.* After finding and assessing the usability of the dissertation of Davis (1985) 'A Technology Acceptance Model for Empirically Testing New End-user Information Systems: Theory and Results', other scientific articles related to this model are investigated. Davis' Technology Acceptance Model (TAM) is often cited in scientific papers, investigated in more detail and extended with additional scientific research – which enhances the reliability and validity, further elaborated in §4.3. Thus, by using desk research as a research method for this sub question valuable insight in software usage and adoption is found. Reading and analysing the usability of each article will lead to a comprehensive §3.2 stating theories and models on software usage and adoption.

Sub Question 3: How can change management be used in implementation and adoption of new software?
For the third sub question, desk research will be used to gain knowledge on change management. It is very important to focus on the correct segment in change management, since the term itself is very broad. Key words that will be used are: *resistance to change, HR competencies, change agent, user feedback* and *favourable responses.* Moreover, the key word combination of *software implementation* and *change management* is used. Again, each publication and scientific paper is assessed in terms of reliability and validity. Some articles are found by searching in the literature list of the original article – also called "the snowball effect". One of the disadvantages of this method is the possible loss of objectivity; generally authors only use publications that agree with their argumentation (Van Der Velde et al., 2015). However, not all articles are found with this method and the articles that are found with this method are thoroughly assessed on usability. Furthermore, one of the used sources is a Harvard Business Review, which according to Van Der Velde et al. (2015), is a reliable source on trends in the field of business and management.

Sub Question 4: How do users value currently value HireVue?
In order to answer the fourth sub question field research will be used. The researcher chooses the method of a questionnaire. With a questionnaire a relatively large amount of quantitative numeric data can be detected compared to an interview. Well written instructions for participants and standardized answer categories are, however, important for the quality of the questionnaire (Van Der Velde et al., 2015). The questionnaire includes both closed and open questions. For the closed questions, the researcher draws up answer possibilities according to the Likert scale. The five point Likert scale, which is generally used for measuring attitude, is applied (Van Der Velde et al., 2015).

The sub question is divided into two research groups: Talent Advisors and Hiring Managers. Hence, this sub question is answered by researching the following two questions:
    A.   How do the Talent Advisors currently value HireVue?
    B.   How do Hiring Managers currently value HireVue?

The two research groups will now be specified. First and foremost, the team members of TA Benelux define the first user group 'Talent Advisory (generic)'. Talent Advisors are the most important HireVue users and adopters. The TA population officially consists of thirteen people. However, a few constraints

apply – e.g. the need to use HireVue, officially being part of the team and the managerial level. Thus, the research domain 'Talent Advisory (generic)' consists of nine people. The second user group consists of Hiring Managers. Since the population of Hiring Managers is too large to take into account, the researcher chooses a sample of the total population. A sample is a representative subgroup of the population that will be researched (Van Der Velde et al., 2015). Of the nine Talent Advisors, three TAs inform the researcher about eleven Hiring Managers that are currently using or have been using HireVue.

Based on preliminary research and the desk research in the first three sub questions, the researcher creates two separate questionnaires for each user group. The questionnaires contain four factors: general information, favourable awareness response, current usage and current adoption. Both user groups fill in their questionnaire in Google Forms – an online survey tool. Talent Advisors filled in the questionnaire from April 16th – 20th, Hiring Managers filled in their questionnaire from April 30th – May 4th. When the questionnaire closed, the researcher exported the data to Excel. The researcher analyses each answer type with a specific method. Open questions are analysed according to coding the general statement of participants. Scale questions, based on the Likert scale, are given a value – '5' being the most favourable answer, '1' being the least favourable answer – so that percentages can be calculated (Van der Velde, Jansen, & Dikkers, 2015).

After analysing the results of both questionnaires, the researcher indicates five 'pain points' in the current usage and adoption of HireVue. Then, the researcher relates these pain points to Aladwani's model on Favourable Responses (chapter 3, table 3 - 5). These pain points are the basis for the set-up of the methods for sub question 5.

Sub Question 5: What are the best practices with regard to the implementation of HireVue or recruitment/HR software?
Field research is also used to answer the fifth sub question. The sub question is divided into the following three questions:
    A. What are best practices according to internal parties?
    B. What are best practices according to external parties?
    C. What are desired interventions according to Talent Advisory?

Each question focuses on a specific research group and entails a specific research method, which will now be specified. The research group in question A consists of internal parties at Unilever; Talent Advisors in other countries whose usage and adoption of HireVue is significantly higher than TA Benelux. The researcher asked Ms. Hollow (Talent and Resourcing Advisor, UK/Ireland) and Ms. Murugan (Talent Advisor South Africa) to fill in an offline questionnaire between May 7th – 9th. This questionnaire consists of sixteen questions which are based on the five 'pain points' identified as a result of analysis of sub question 4.

The research group in question B consists of two external parties who have managerial experience in implementing the 'Harver Talent Pitch': an online assessment tool in which candidates get to know the company and pitch themselves. Upon recommendation of Mr. Veth, the researcher approaches Ms. J. Kikkert (HR Business Partner at Nationale Nederlanden) and Ms. N. de Jong-Koelman (Senior Corporate Recruiter Strategy at Vodefone Ziggo) for a forty-five minute interview by Skype for Business. The interviews take place on the 11th and 16th of May. After a brief informal introduction and a formal introduction to the interview, the semi-structured interview starts. The topic list of the semi-structured interview is based on the five 'pain points' experienced by TA (sub question 4A) and the interview with Ms. Terpstra (appendix 4).

Question C entails the last step in the field research. The research group 'Talent Advisory (specific)' consists of five TA's – these Talent Advisors indicated in questionnaire for sub question 4 that they did not use HireVue. After receiving the answers of internal parties (sub question 5A.), the researcher examines the key best practices and combines them with relevant aspects of the theoretical framework

(chapter 3). A topic list for the semi-structured interview is drafted; again, the five pain points are central. Between May 15th – 18th, individual thirty minute interviews with each Talent Advisor in this research group take place. The structure of the conversation is largely fixed. The questions lead the conversation and there may be some deviation since the technique of listening, summarizing and asking follow-up questions is constantly used (Van Der Velde et al., 2015). The questions are mainly focused on detecting the reason for their partial usage and identifying their wishes and needs in order to increase their HireVue usage and adoption.

4.3 Reliability & Validity

Reliability of a measurement criteria is commonly defined in terms of repeatability; if the research is repeated with the same research group and measurement criteria, the result should be the same (Van der Velde et al., 2015). In this research, reliability is guaranteed by:

- The Technology Acceptance Model (TAM) is a reliable source for answering sub question 2 because multiple researches on (extensions of) TAM have been repeated, results were the same.
- The questionnaire among Talent Advisors (generic) provides reliable results since the factors (e.g. current usage and current adoption) are measured by several aspects – this can be seen as repetition of factors within the research type.
- The research on internal and external best practices provide reliable insights because the four participants provided more or less the same information. Thus, if this research method is repeated among other internal or external participants, the outcomes will be more or less the same.
- All interviews with Talent Advisory (specific) started in the same way by reading the interview introduction. Additionally, all TA's answered the same set-up questions.

Van der Velde et al. (2015, p. 91) state that "Reliability is … a condition for validity". Validity indicates to what extent the measurement criteria measures that which should be measured. There are several types of validity: content, construct and instrumental (Van der Velde et al., 2015). In this research, validity is guaranteed by:

- Content validity is guaranteed by accurately connecting all theories in chapter 3 to the research methods and measurement criteria in chapter 4. In this way, the research methods (e.g. questionnaire, interview) represent all aspects of the concept.
- Construct validity is guaranteed by thoroughly researching the three key theories and the connection between them. When the researcher realised that change management was not clearly mentioned in software theories, a conceptual model was set-up. The arrows within the conceptual model – and thus the theoretical connection - are thoroughly explained in chapter 3.
- In the process of choosing measurement instruments, instrumental validity is guaranteed by continuously weighing the pro's and con's of each measurement instrument in the context of the sub question. The research group plays an especially big role in determining the measurement instrument.

4.4 Sub Conclusion

This chapter provided insight into the research set-up and mixed-method research. A descriptive research methodology is best suited to answer this question. Various types of desk and field research will be used; sub questions 1, 2 and 3 make use of desk research while sub questions 4 and 5 use field research (questionnaires and interviews). In addition the procedure, analysis, reliability and validity were discussed. In the next chapter, the results of all sub questions are stated.

5. Results

Goal of this Chapter

This chapter provides insight into the relevant results of the five sub questions. The answers to sub questions 1, 2 and 3 are based on desk research while sub questions 4 and 5 are based on field research. Multiple figures, tables and graphs describe the applicable theories and collected data. §5.1 includes the answers to the sub questions and §5.2 mentions a sub conclusion. All rough data is included in the appendices.

5.1 Answers to sub questions

Sub Question 1

What are the main problems in software implementation?

According to Hoonakker et al. (2013) user satisfaction is a critical factor in the implementation of information technology. The success of software implementation is severely influenced by the attitude of the end-users. Kagan, Naumova and Vilman (2016) state several main problems affecting software implementation. The most relevant are 'the resistance of employees' and 'temporary increase of employees load'. The resistance (e.g. fear of innovation, conservatism) of employees can cause delays in the implementation phase whilst the employees workload may be temporarily increased because employees have to learn how to work with the new software, which takes time.

Furthermore, Kagan, Naumova and Vilman (2016) mention several reasons for unsuccessful software implementation. First and foremost, 40% of unsuccessful implementations are caused by the inattention of the project heads. Attention of the project head is imperative for handling the resistance of employees and ensuring that employees can handle the temporary increase of work load. If the head of the project is inattentive of those aspects, the software implementation has a greater chance to be unsuccessful. Additionally, it is important to fully examine all working aspects of the organization (Kagan, Naumova and Vilman, 2016). Since HR at Unilever is in the HR transformation HR Reimagine, there are a lot of changes in the working aspects of the teams. Both the structure, roles and ways of working of HR are changing. Hence, the project head should be aware of these changes and be responsive towards all the changes that affect Talent Advisory.

Kagan, Naumova and Vilman (2016) also propose three rules that project heads can apply in order to achieve successful software implementation, graphically shown in figure 10.
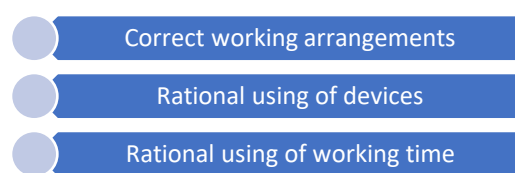
Figure 10: Rules to achieve the best software implementation results (Created by A.M. Vos based on Kagan, Naumova and Vilman, 2016)

Sub Question 2

Which factors influence the usage and adoption of new software?

Davis (1985) created a model called the 'Technology Acceptance Model' (TAM), which provides the theoretical basis for a practical "user acceptance testing" methodology. The TAM shows that a potential user's motivation is determined by three factors: perceived usefulness, perceived ease of use and attitude towards using. *Perceived usefulness* is the degree to which an individual believes that using a particular system would enhance his or her job performance and *Perceived ease of use* is the degree to which an individual believes that using a particular system would be free of physical and mental effort (Davis, 1985). Those two factors influence the attitude towards using, which in turn influences the actual system use and its adoption.

More in-depth research on adoption, suggest that there is a relationship between the characteristics of an innovation and its adoption. HireVue, a digital interviewing tool, is an innovation in the field of recruitment technology. Tornatzky and Klein (1982) found that compatibility, relative advantage and complexity are the most important innovation elements that influence adoption. If users positively value these elements, their perceived ease of use increases (Davis, 1989). The questionnaire and interviews displayed that some of the Talent Advisors think that

Figure 11: Technology Acceptance Model (Davis, 1985)

learning to use HireVue is complex and time-consuming. Moreover, Talent Advisors believe that HireVue could have less operational actions and have more room for tailor made solutions. These opinions involve compatibility and complexity, hence they negatively influence TA's perceived ease of use and thus their adoption of HireVue.

Tarhini, Elyas, Ali Akour and Al-Salti (2016) extended Davis' TAM by including four elements (Social Norm, Quality of Work Life, Self-efficacy, Facilitating Conditions) and some moderators (e.g. age, experience). They proposed that both their added elements and the original perceived usefulness and perceived ease of use influence the Behavioural Intention and Actual Usage through the moderators.

Among Talent Advisors, especially the Quality of Work Life (QWL) plays a big role. The QWL "seeks to achieve integration among technological, human, and societal demands" (Cascio & McEvoy, 2003). Tarhini, Elyas, Ali Akour and Al-Salti (2016) state that higher the QWL the better the acceptance of the technology. In the context of this research, this means that Talent Advisors perceive and believe that using HireVue will improve their quality of work life. The research displayed that Talent Advisors perceive HireVue as time saving, on trend with the current developments and good for the candidate experience.

However, Talent Advisors also mention some conditions that need to be fulfilled before they fully adopt and use HireVue; the tool should work well, the human part should stay and new technology requires a time investment. The theory prescribes that if there is a mismatch between technological, human, and societal demands of the users this can negatively impact user's behavioural intention towards the software. Since Talent Advisors have both positive and negative opinions towards HireVue, the Quality of Work Life, behavioural intention and thus the actual use is affected.

Sub Question 3

How can change management be used to influence the behavioural intention of software users?

Since the external environment is constantly changing, organizations – and the people within these organizations – also need to change. HR professionals must be able to change the internal business environment in alignment with the external business changes in order to stay competitive (Ulrich, Brockbank, Yeung and Lake, 1995). In order to maintain pace with trends (e.g. automatization, war on talent, candidate expectations) Unilever's recruitment processes and, thus the employees involved in these recruitment processes, need to adapt, ergo change. Ulrich, Brockbank, Yeung and Lake (1995) state that if HR professionals display the attributes of a change agent – e.g. implement goals, diagnose and solve problems – they can help colleagues to manage change, thus improving the overall ability of an organization to change.

The role of the HR professional is also mentioned in handling possible employee resistance while implementing software. "Individual resistance to change often keeps organizations from adapting as quickly as desired" (Ulrich, Brockbank, Yeung and Lake, 1995). So, change management is needed to

"facilitate the insertion of newly-implemented systems, processes and structure into the working practice, and deal with possible resistance" (Al-Mashari and Zairi, 2000, p. 14). However, resistance itself is not always a bad sign. According to Ford and Ford (2009), resistance can be used to effect productive change by viewing it as a form of feedback. For example, managers can boost awareness – by emphasizing what the change is, focusing on the change and by building participation and engagement – by investigating what everyone's concerns and ideas are.

Nevertheless, responsiveness to internal customers (the main users; Talent Advisors) is critical to avoid difficulties associated with change (Al-Mashari and Zairi, 2000; Aladwani, 1999; Aladwani, 1998). In order to assist top management with the complex problem of worker' resistance to software implementation, Aladwani (2001) proposes an integrated, process-oriented framework consisting of three phases. The second phase – strategy implementation – suggests relevant techniques that managers can use to appropriately handle the situation. Aladwani (2001, p. 273) suggests a model which matches appropriate strategies with the appropriate stage to overcome resistance sources (habits and perceived risks) effectively. Finally, a combination of the favourable responses (awareness, feelings and adoption intention) could lead to decreased employee resistance which in turn leads to increased software adoption.

Tables 6, 7 and 8 give insight in the types of and the corresponding practical actions.

Strategies for favourable **Awareness** response	Strategies for favourable **Feelings** response	Strategies for favourable **Adoption Intention** response
• Communicating software benefits • Communicating software general operations	• Minimizing adoption costs • Involving individuals & groups • Enhancing software interface quality • Hands-on training	• Securing support of opinion leaders • Timing software introduction

Table 6: Awareness response (Aladwani, 2001)

Table 7: Feelings response (Aladwani, 2001)

Table 8: Adoption Intention response (Aladwani, 2001)

Sub Question 4
How do users currently value HireVue?
A. How do the Talent Advisors currently value HireVue?

All nine respondents filled in the questionnaire (appendix 6.2) before the deadline. The first part of the questionnaire entails moderating questions. Eight of the nine Talent Advisors are aged between 20 and 39 years old and the majority of TA (six people) achieved a WO Master, the others finalized HBO or MBO. Six of nine TA's are relatively new in their job; they have been working in their current role for 1 to 6 months. Five TA's have been working at Unilever for 1 to 6 months, three TA's have been in the company for 1 to 5 years and one Talent Advisor has been working at Unilever for longer than 10 years. Thus, it is remarkable that the TA team has not been together for a long time and almost all team members are new within Unilever.

The second part of the questionnaire focusses on the Favourable Awareness Response. The questionnaire reveals that TA has different ways of being first informed about HireVue, varying from hearing about it in a team meeting, a training video, the Global Mobility Recruitment Network or from colleagues. In general, TA is positive towards using a digital instrument (e.g. HireVue) for recruiting talent: "Technology brings the opportunity to free time for actual interaction between the TA, the candidate and the Hiring Manager. Initially new technology requires a time investment but should always have the potential of making tasks more efficient in the end." However, according to TA, some conditions apply: the tool should work well, the human element should remain and time needs to be invested in new technology. Lastly, one TA mentions that digital instruments "can be useful, but can

also create candidate resentment" (appendix 6.3). It is striking that TA is not informed about HireVue in the same way. Additionally, there is a discrepancy between TA's attitude towards using digital instruments.

The third part focuses on TA's current HireVue usage. The average of the four Likert-type ranking scale questions are presented in figure 12. Almost 50% of the current usage is below average, while 21% is above average and excellent. However, 79% of TA's current usage is average, below average or very poor. Talent Advisors also indicated which role HireVue plays in their work. Some answered the place of HireVue in the recruitment process: "it replaces the phone-screening" and "pre-selection after CV and before Hiring Manager interview". Some respondents write positively about HireVue: "Almost all external candidates conduct a HV Interview, only for very specific roles I don't use it" and "It's important, we are moving towards a digital

Figure 11: Average result of TA's current usage (appendix 6.3)

environment". Nonetheless, respondent answers also included "I'm not using it that much" and "I am only using it for positions which I expect response in bulk". It is remarkable that 79% of TA's current usage is average, below average or very poor and only 21% is above average or excellent (appendix 6.3).

The last part of TA's questionnaire is about the current adoption of HireVue. Seven Talent Advisors agree with the following statement: "I value HireVue", while two TA's are undecided about this statement. On the statement "I feel resistance towards using HireVue" four TA's are undecided, four disagree and one strongly disagrees. When asked which elements of HireVue the respondents *valued* most, the aspects in table 9 were most often chosen.

HireVue's <u>most</u> valued elements by TA	
• Easy to use	**7x**
• Time efficient	**6x**
• Modernised candidate experience	**4x**
• Simplified recruitment process	**4x**

Table 9: Most valued elements (appendix 6.3)

The respondents also value HireVue because it is 'useful in their work' (3x) and the fact that the 'tool is innovative' (3x). But none of the respondents chose the elements 'easy to learn' and 'technical support'. When asked which elements of HireVue the respondents *dislike* most, the aspects in table 10 were most often chosen.

HireVue's <u>least</u> valued elements by TA	
• Time-consuming	**4x**
• More demanding recruitment process	**3x**
• Candidates do not want/accept the tool	**3x**
• Impersonal candidate experience[8]	**2x**

Table 10: Least valued elements (appendix 6.3)

It is notable that none of the respondents chose the criteria 'difficult to learn' and 'no suitable technical support'. Moreover, it is paradoxical that the most and least valued elements include opposite elements – i.e. table 9 and 10 include 'time efficient' and 'time-consuming'. When respondents were asked to write a short answer to the question 'Which elements of HireVue do you dislike?', they mentioned several factors. These factors can be divided into three categories: time consuming, technological

---

[8] There is no dialogue or face to face contact between recruiter and candidate.

aspects and digital interviewing. A couple of answers: "I need to lean and find out how to set up HireVue – most of the time I thinks 'let's do it myself, this saves time'", "there is no (working) scheduling tool", "the many operational actions you have to take before you get started" and "the automated communication e-mail (chosen by Unilever) is very general and doesn't allow tailor made solutions to offer a good candidate experience".

When respondents are asked in which way they could be helped to overcome their resistance towards HireVue, several recommendations are given. For instance "make more room for tailor-made solutions", "make less operational actions" and "create an e-learning that quickly shows how to set up an interview, schedule interviews etc. - then you can jump to the part you need and e-learning shows the steps", Furthermore, respondents indicate that "the HireVue deep-dive training session takes long to watch" and stress that maintaining good contact with the candidates is important – so that the process remains human and personal (appendix 6.3).

B. How do Hiring Managers currently value HireVue?

Six out of eleven Hiring Managers filled in the questionnaire (appendix 7.2) before the deadline. The first part of the questionnaire entails moderating questions. Four of the HM's have been in their current role for 1 tot 5 years, while two HM's have been shorter (6 months to 1 year) in their current role. Three HM's worked at Unilever for longer than 10 years.

The second part of the questionnaire focusses on the Favourable Awareness Response of Hiring Managers. When Hiring Managers are asked in what way they were first informed about HireVue, some mention the provider of the information – "HR" or "Talent Advisor" – while some explain the process – "through the most recent vacancy within our team" or "selecting students for the Finance Business Course". Moreover, HM's generally have positive beliefs and values about using digital instruments for recruiting talent. According to the respondents, digital instruments are "time efficient", "very useful" and "essential in a global-oriented company attracting candidates from different parts of the world". However, one HM believes digital instruments are good for a first selection but F2F (face to face) is always the best way. It is remarkable that the majority of HM's are informed about HireVue in the same way. Also, it is noteworthy that HM's are in general positive about HireVue (appendix 7.3).

The third part of the questionnaire targets the current HireVue usage of HM's. Three out of six respondents indicate that HireVue has been used for 75 to 100% of their vacancies since the first of December 2018. One HM used HireVue for 50 to 75% of his/her vacancies, while two HM's only used HireVue for 0 to 25%. Furthermore, HM's describe the role that HireVue plays in their work. Three HM's express that HireVue plays a limited role – "Only used it once" and "I only reviewed interviews for the Finance Business Course". Additionally, respondents mention some general operations – "initial review of proposed candidates online" – and benefits "gives a good first impression of our candidates" and "it saves time in reviewing all candidates". It is striking that half of the Hiring Managers has used HireVue for 75 to 100% of their vacancies since the implementation of HireVue.

The last part of the questionnaire focuses on Hiring Managers current HireVue adoption. Hiring Managers indicated the most valuable elements of HireVue. 'Time efficiency' is chosen by each and every HM. Other frequently chosen valued elements are: 'useful in my role as a Hiring Manager' (4x), 'easy to use' (3x) and 'my Talent Advisor advised me to use the tool' (3x). Nevertheless, Hiring Manager also mention several elements that they dislike about HireVue. HM's especially indicate those least favourable elements by submitting feedback in writing – instead of ticking one of the pre-set boxes. Some answers are about the HireVue tool itself – "no personal contact with candidates" and "system could be further optimized technically" – while other HM's express their concerns about digital interviewing in general. For instance, one HM indicates "It could be that not every candidate is good

via video and you have the chance to judge someone from his video performance and not invite them for a F2F talk" (appendix 7.3).

Finally, the questionnaire measured Hiring Managers current adoption of HireVue. The average of the four Likert-type ranking scale questions are presented in figure 13. 68% of the current adoption is above average, while 16% is below average and 8% is excellent. Moreover, none of the respondents chose the least favourable answer option 'very poor'. It is notable that 76% of Hiring Managers currently adopt HireVue above average or excellent.
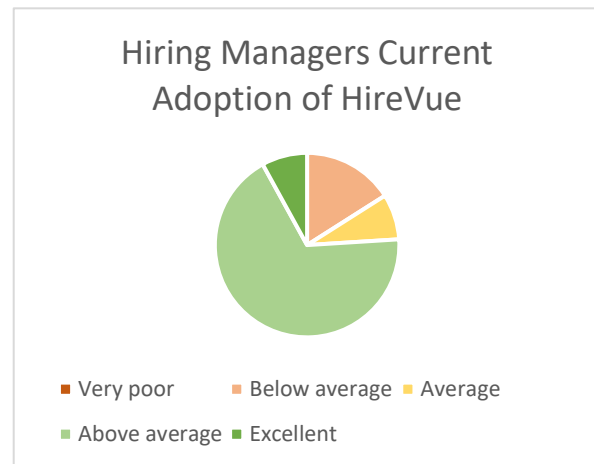
Figure 12: Average result of HM's current adoption (appendix 7.3)

Sub Question 5

What are the best practices with regard to the implementation of HireVue or other recruitment software?

A. What are best practices according to internal parties?

In order to answer this sub question, a questionnaire is sent to two Unilever Talent Advisors in the UK/Ireland and South Africa – i.e. 'internal parties'. Their usage and adoption of HireVue is significantly higher than the usage and adoption of TA Benelux. Both respondents filled in the offline questionnaire (appendix 9.1) before the deadline. In the following paragraph, all relevant recommendations will be generally stated per 'pain point'.

The first aspect is **information and training.** Internal parties recommend that "HireVue should be part of the initial training of how we recruit at Unilever". So, a new team member should be trained on HireVue within the first few working days. Ideally the Team Lead explains the recruitment process to a new Talent Advisor, after that a team member who uses HireVue to its full potential shows the new TA how to use the tool. Furthermore, internal parties stress that fact that in general there is limited time to get a new colleague up to speed. They mention that new TA's generally don't watch all the technology deep-dives[9] – but learn by shadowing another colleague and watching how they use the tool. One respondent states that "due to the high volume of recruitment over the last few months, there really hasn't been capacity for a formalized training plan" (appendix 9.2 & 9.3).

The second aspect focuses on the **time investment** that TA needs to invest in HireVue training and experimentation before the tool can be used efficiently. One respondent indicates: "It's a very simple tool to use, I would expect someone to know how to use it after being shown it just once or twice". Internal parties advocate that setting up positions, using template questions and evaluating interviews is simple to learn. However to use HireVue to its full potential, Talent Advisors should constantly use the tool – which leads to time efficiency. Regarding the efficient use of HireVue, internal parties prescribe several best practices:

- Once properly taught, a Talent Advisor can create a new position on HireVue in less than 5 minutes;
- Watching the entire interviews is very time consuming. So, it is recommended to only watch a few key questions and then submitting the video to the Hiring Manager;
- In reviewing the recorded interviews, the video can be sped up (to 1.5x, etc.), which makes listening a bit quicker.

The third part of the questionnaire shows which best practices internal parties have with regard to the **candidate experience and Hiring Manager acceptance**. Candidate acceptance of HireVue (and thus the response rate) can be increased by having a telephone chat with the candidate before placing them

---

[9] A SharePoint on which information about all technologies and systems that a Talent Advisor uses is collected. The content includes lengthy PowerPoint decks, recorded training sessions, etc.

on HireVue. Also, sending an email to the candidate indicating that they look like a good match and that they can expect a digital interview invite from *interviews@hirevue.com* increases the response rate and the speed with which candidates complete the interviews. Additionally, explaining the purpose and benefits of HireVue to candidates increases the candidate experience: "We have often explained to candidates that their HireVue can be used for future opportunities …, we can just share their HireVue, minimizing the amount of time the candidate will spend in interviews". Regarding achieving high Hiring Manager acceptance of HireVue, internal parties prescribe several best practices:

- Explain how the tool is going to make their life easier and will save time in the long run;
- Reiterate HireVue's benefits during the initial briefing call: point out that it allows them further insight into the candidates and the ability to ask some key questions before seeing the candidates;
- HireVue also shortens the interview time with candidates, because Hiring Managers have already seen their competency-based responses.

Internal parties advocate several best practices regarding enhancing the **experience for Talent Advisory**. First of all, it is recommended to have contact with candidates before placing them on HireVue and provide feedback to candidates after evaluating their digital interview. Moreover, it works well to email the candidate beforehand since it adds a personal touch, gives them a point of contact and introduces them to the Talent Advisor. A last suggestion regarding the experience for TA is to personalize the intro and end videos in HireVue. However, TA has been told to "use the set templates for the intro and end videos, as well as the pre-set interview questions". One respondent advocates "if we could get the Hiring Managers to do an intro video that would be amazing, but I can't see that happening." There could be different videos for each function as opposed to just one introduction video for everything. It is remarkable that these two Unilever Talent Advisors in the UK/Ireland and South Africa propose several recommendations that can make the experience for TA better. However, the co-operation of Global is needed to make some recommendations happen.

The last part of the questionnaire entails best practices regarding HireVue's **technological aspects.** Internal parties indicate that both candidates and Hiring Managers have had some software issues. However, when HireVue redid their software, some of the glitches were solved. Software problems are not formally collected by one person but they are visible on HireVue and there aren't many issues. Internal parties think that HireVue's software interface quality is "undergoing a lot of development" and that "HireVue quality depends on a very good network connection … throughout the entirety of the interview" (appendix 9.2 & 9.3).

B. What are best practices according to external parties?

In order to answer this sub question, the researcher conducted interviews with Ms. J. Kikkert (HR Business Partner at Nationale Nederlanden) and Ms. N. de Jong-Koelman (Senior Corporate Recruiter Strategy at Vodefone Ziggo). They can be seen as external parties who provide insight in best practices regarding software implementation, usage and adoption. The interview questions can be found in (appendix 10.1) Both respondents of the external best practice interviews implemented the 'Harver Talent Pitch' in various organizations – i.e. Albert Heijn, Vodafone Ziggo and NN Group. Harver Talent Pitch (from now on 'Harver') is a pre-hiring and talent matching platform, designed to make excellent hiring achievable for companies of all sizes (Harver, 2018). The developments which led to the Harver implementation in these organizations – the context and reasoning – were mainly inefficient recruitment processes, the wish for a more unbiased selection and a more international, diverse group of candidates. Also, Harver Talent Pitches ensure that recruiters "could see more of them [candidates] next to their resume, this could help [recruiters] to make a better selection". By using Harver, the resume becomes less important and the importance of the individual is increased – "some people learn how to make a beautiful, and … some candidates have something very valuable but they don't know how to put it on their resume".

The respondents mainly used Harver for the recruitment process of trainees. When Albert Heijn implemented Harver, candidates who enrolled in the recruitment process were first introduced to the company and were afterwards told what was expected from them as a trainee. Then, the candidates took

part in several games which lead to a report. At Vodafone Ziggo, the video element is part of the Harver process; one respondent tells that the recruiters would add "three questions which we ask them [candidates] online and which they respond to via their own camera by making short clips. This gives us [recruiters] some idea of who is applying". Respondents indicate that the main users of Harver are the recruitment team, the traineeship program manager or the trainee manager. The main stakeholders are people in the business, HR Business Partners, talent management, current trainees and the candidates (appendix 10.2 & 10.3).

In the following paragraphs, the best practices according to external parties are stated per 'pain point'. The first aspect of the interview focusses on **information and training**. A best practice regarding how to inform new users and stakeholders is to organise a 'road show' in which people are shown a short clip and informed about how the tool is going to 'make their life easier'. "In this way you convince people by making them enthusiastic and *celebrate the change!*" With user training for the tool, it's best to let people do it on their own – by going through the entire programme, they learn how everything works. It is remarkable that external parties recommend to "celebrate the change". Also, it noteworthy that users should go through the programme themselves.

"Recruiters don't like software, they don't like systems at all but we need to use lots of them. In fact we use them more and more." However, the main benefit of (recruitment) software tools is that using them is quite simple and easy. According to external parties, best practices regarding minimizing the **time investment** for users to learn a new tool are:
- In-depth training at the very beginning works better than just 1,5 hours and then fully working with the tool;
- Let users go through the tool themselves, then they see how the whole process is going from the perspective of a candidate;
- Understand that learning to use the new tool is always in addition to everything that already has to be done. Ideally the training could be "out of the office during office hours" - for example make it a sort of 'hei-dag', bring some fun with it, then it's different. , this makes people more adaptive.

The third part of the interview focuses on best practices in **candidate experience and stakeholder acceptance**. Informing candidates about the new tool before they apply is important for the candidate experience and acceptance. This could be done by simply stating "We use Harver Talent Pitch" and providing some general information about the tool on the website. In order to increase acceptance of the business, HR should express the weaknesses of the old process and explain how this new process is going to improve that. Furthermore, explain to stakeholders (e.g. managers) how the tool and general processes work. Another method for increasing stakeholder acceptance, is inviting stakeholders to apply through Harver – "so they could experience what the candidate was experiencing". Lastly, lobbying is extremely important in the implementation of new software: "You convince people at the coffee machine." It is striking that the candidates can simply be informed about the tool by noting it on the website (appendix 10.2 & 10.3).

The interviews show that both **main users** and implementers experienced worries and hiccups during the software implementation of Harver. These worries included the software acceptance of managers and other internal stakeholders, compliancy with internal policies and reaching the deadline for full usage or implementation. Also, offline trainings were not possible because of time pressure – while "offline is nicer than online", since there is more room for interaction and questions. Moreover, the availability of technical support is important for main users – since technical issues with the tool causes a lot of stress for main users. It is remarkable that both external parties mention the fact that offline training is better than online training – if there is enough time.

The last part of the interviews deep dive further into the **technological aspects** and possible software problems with the newly implemented tool. For the implementer, it is important to have continuous contact with the software provider – so that software problems can be collected by main users, communicated to the provider by the implementer, which in turn can improve the software's interface. This can only be achieved when the main users (e.g. recruiters) feel that they are owners of the project.

Furthermore, it is imperative that candidates can easily contact Harver when they experience technological difficulties – either by calling, chatting or emailing. Additionally, informing candidates about the requirements of using Harver (e.g. internet access, length of a pitch) is critical to achieving a good result. It is remarkable that best practices regarding technological aspects are mainly focused on short lines between the users, candidates and the software provider (appendix 10.2 & 10.3).

C. What are desired interventions according to Talent Advisory?

This question is answered by interviewing five Talent Advisors, also called 'Talent Advisory (Specific)'. A topic list is used, shown in appendix 11.1. It is relevant to interview these TA's because they are not yet (fully) using and adopting HireVue. The first part of the interview focuses on **information and training**. Four of the five TA's followed the technology deep dives; "the training was very clear" and "it was useful to get an insight" into HireVue. However, not all TA's finalized and valued the deep dives. Several Talent Advisors say that they would favour sitting down with a colleague, who is more experienced with HireVue who shows them how to use the system. In this way, the TA receives immediate answers to questions – which is not possible while watching all the technology deep dives provided on a global level. According to some TA's this already happens in the team. Additionally, one respondent indicates that if there is "a standard program for new people, they should definitely sit with a colleague to learn the tool." It would be helpful if the onboarding program – which is currently under construction – includes a personal coach for the new colleague. This colleague could direct all their questions (e.g. about HireVue) to one dedicated colleague. The result could be that the new colleague is up and running quicker. There seems to be a discrepancy between TA's training needs and the current HireVue training (appendixes 11).

The second part of the interview is about TA's **time investment** in and their **current usage** of HireVue. Two of the TA's do not use HireVue because they did not take the time to learn about the tool and they think that creating requisitions and interview set-ups is time-consuming. Two TA's did not use HireVue because they did not have any external vacancies[10]. The other TA needed to set up the entire process in multiple languages, she's now using HireVue for all vacancies in which that is possible. However, multiple TA's mention that using HireVue for all positions is not feasible; "HireVue might not give enough information or not exactly the type of information" that is needed in these specific positions. Then, TA's prefer to use the old way – i.e. screening by telephone. Also, one TA says that some of the most important questions she wants to ask in a telephone interview (e.g. salary indication, possible start date) are needed to ask in an early phase. This TA doubts if it's possible to ask these questions in HireVue and if it's the right tool to do so (appendixes 11).

Furthermore, some TA's say that watching and evaluating HireVue videos takes a long time. Thus, it seems important to "do the same strict selection for adding candidates to HireVue as we do for face to face interviews." It is contradictory that some TA's think that working with HireVue is time-consuming whilst internal best practices showed that once properly taught, a Talent Advisor can create a new position on HireVue in less than 5 minutes. Moreover, it is remarkable that some TA's think that questions regarding salary indication and possible start date cannot be asked in HireVue. Since another Talent Advisor in the team constantly asks these questions through HireVue (personal communication, April 25, 2018).

When asked how eager TA is to use HireVue for all positions in which that is possible on a scale of 1 to 10, they give the following notes: 6.5, 8, 8, 8.5 and 10. Additionally, the researcher asked which parts of HireVue the Talent Advisors had already tried, the answers are shown in figure 14. The horizontal axis shows eight actions in HireVue, the vertical axes shows the total amount of interviewed Talent Advisors (5 respondents).

---

[10] HireVue is only used for external vacancies, since internal applicants do not need to record a HireVue video interview.
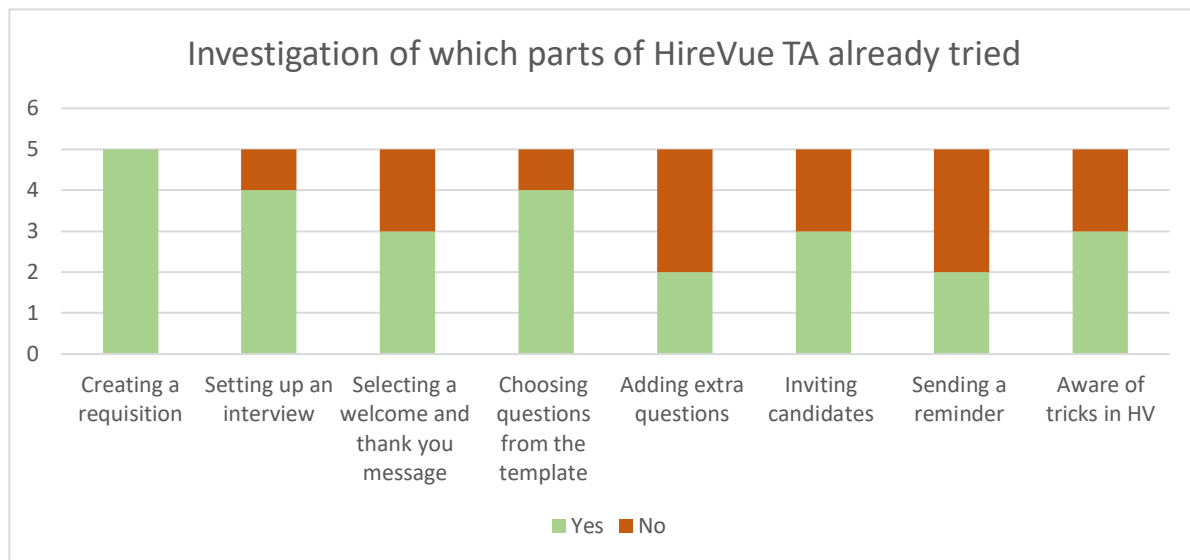
Figure 14: Used elements by Talent Advisory (Specific), based on interviews (appendix 11.2 – 11.6)

In principal, all Talent Advisors created a requisition in HireVue. However, significantly less TA's selected a welcome and thank you message and invited candidates – these steps are needed to actually use HireVue to screen candidates. Additionally, adding extra questions and sending a reminder to candidates has been tried by two out of five TA's. The last element of the diagram focuses on the tricks in HireVue. The researcher is aware of these tricks because of the questionnaire with the two internal best practices. The tricks include: watching a few key questions and then submitting the video to the Hiring Manager and speeding up video interviews so they can be reviewed quicker. Considering the entire graph in figure 14, three TA's did not succeed to finish HireVue's operational actions.

The third part of the interview focuses on the **candidate experience and Hiring Manager acceptance.** Three TA's prefer to email the candidates about placing them on a HireVue interview. In their opinion, it's best to send the invitation which includes an explanation and information about HireVue. It would be best if this email is automatically sent from the system, feels personal and does not end up in candidates' spam box. Two TA's indicate that they prefer to call candidates to inform them about placing them on HireVue; it's "personal" and "the tool is not yet well known among candidates". However, another TA states that if they were to call candidates "you can lose the time efficiency benefit you won with HireVue. If you call them, you will discuss more." However, all TA's agree with the fact that Hiring Managers should be informed about HireVue during the first intake – when a new requisition is discussed. The Talent Advisors could then inform the HM by explaining the ways of working with HireVue and how the HM can participate in evaluating the digital interviews. If the HM is not informed about HireVue in the first intake, TA should inform the Hiring Manager by for instance sending a simple brochure stating general information about HireVue. It is remarkable that all Talent Advisors want to inform the Hiring Manager about HireVue during the first intake (appendixes 11).

The fourth part of the interview targets the **experience for TA.** All Talent Advisors are positive about using digital selection methods in recruitment processes. Mentioned benefits are: time efficiency, innovative, mix of verbal and non-verbal communication, beneficial for both TA and candidates. Basically, "it's part of the future!" TA indicates that HireVue "speeds up the process for both recruiters and candidates" and the new technology is in-line with the more digitalized world. Moreover, digital interviewing is good because it leads to an unbiased selection. "It's a really good way to equally evaluate candidates". In telephone or face to face interviews, the recruiter will follow the conversation; every interview is different because of candidates' answers and recruiters follow-up questions. "With HireVue you have the same sort of questions, every candidate needs to respond to the same questions and that's the most unbiased you can get". One Talent Advisor states that the balance between 'digital processes' and 'the human touch' should always been taken into account; "Good efficiency by digital recruitment and the human touch by personal contact!" When asked which aspect they would miss about telephone screening, four of the five TA's indicate that they would miss asking about notice period, salary

indication and start date. "If those could be standard that would be great although I'm not sure if HireVue is the right tool for this." Furthermore, when using HireVue it is not possible to ask follow-up questions, go a little more in-depth or correct candidates if they don't understand the question. It is notable that all TA's are positive about digital selection methods and HireVue. However, the human touch remains important (appendixes 11).

When asked if the respondents have any suggestions to make the recruitment process more human or personal, TA expresses multiple actions. First of all, a candidate should only be rejected via email if there has not been any face to face contact or contact by phone. Additionally, the process becomes more personal when providing personalized feedback throughout the digital selection e.g. emails stating "We're still busy with your application". Another suggestion is creating an introduction video from someone from the same work level or maybe even a Talent Advisor saying "Hi, I'm the Talent Advisor and I'm recruiting for this role". "I feel we have less moments in which we are in contact with the candidates. These moments are crucial, we need to make them *very* personal". Even if the candidate is not selected, he can learn from personalized feedback. In this way, he gets the impression that he is being treated as a person and not just as a file or a number. This enhances the Unilever's image, since candidates who experience personal moments during their recruitment process at Unilever - will be enthusiastic and talk about those experiences to others. Ultimately, in terms of employer branding this is good for the company. It is surprising that the respondents indicate many suggestions to make the process more human (appendixes 11).

The last part of the interview deep dives further into the **technological aspects**. Generally, TA's experience the same technology issues with HireVue. Three TA's indicate that the HireVue screen often freezes, two say that the sound is not working properly and one TA says that loading the videos sometimes takes a long time. One TA suggests that HireVue works better while using Google Chrome instead of Internet Explorer. Regarding reporting technology problems with HireVue, two TA's indicate that they would ask IT for help, one TA would ask colleagues and another TA does not know where to go with these questions. Two Talent Advisors would ask for support from the HireVue support team via email. It is striking that the five respondents are not unanimous on where to report technology problems with HireVue (appendixes 11).

5.2 Sub Conclusion

This paragraph states various links between the results mentioned in this chapter. The success of software implementation is severely influenced by the attitude of end-users. Resistance of employees and temporary increase of employees load can cause delays in the implementation phase. The project head has an imperative role in handling those issues by acting as a change agent. Literature indicates that the change agent can help colleagues to manage change. However, resistance itself is not always a bad sign. The change agent can use a combination of the favourable responses of Aladwani (2001), which could lead to increased software adoption. Furthermore several theories on software usage were stated; Perceived usefulness, Perceived ease of use and Quality of Work Life influence software usage. The questionnaire showed that Talent Advisors have both positive and negative opinions towards HireVue, which affects the behavioural intention and thus the actual use. TA's current usage scores 79% average, below average or very poor. TA indicates that they want more room for tailor made solution within HireVue and they want to keep the process human and personal. Hiring Managers are generally positive about HireVue. 76% of Hiring Managers currently adopt HireVue above average or excellent and the majority of HM's are informed about HireVue in the same way. External parties recommend inform managers about how the tool is going to 'make their life easier'. Moreover, they say that with user training, it's best to let people do it their selves – by going through the entire programme. Internal parties recommend to make HireVue part of the initial training for TA's and to use tricks for efficiently using HireVue. Moreover, tricks to improve a human candidate experience are given. Talent Advisory (specific) propose several ideas to make the process more human, inform candidates and Hiring Managers. Also, several TA's favour sitting down with a colleague to learn about HireVue – which could be standard procedure in the onboarding programme.

6. Conclusion

Goal of this Chapter

This chapter will provide an answer to the research question. In §6.1, the research objective and research question is restated. §6.2 includes sub conclusions per sub question - including links between the results, situation draft and the theoretical framework. Finally, §6.3 states the final conclusion with respect to the research question.

6.1 Research Objective

The research has the goal of presenting knowledge on and insights into desired interventions that can be used by the manager of the Talent Advisory Benelux team in order to improve the HireVue usage and adoption of TA Benelux. The research question was stated in chapter 2 and is the basis for the conducted research. The research question is:

Which interventions can the manager of Talent Advisory Benelux apply in order to help the team achieve 100% Usage and Adoption of HireVue?

In order to provide a solid answer to this research question, the researcher proposed five sub questions. Conclusions to the answers to these sub questions are stated in the next paragraph.

6.2 Sub Questions

Sub question 1: What are the main problems in software implementation?
In today's digital era developments rapidly follow each other, which results in changing the ways of working in HR and recruitment. By being responsive to the labour market's needs and technological developments, organizations have the opportunity to dramatically accelerate their recruitment processes. Unilever responds to these developments by HR Reimagine, which entails the implementation of several new systems e.g. HireVue. Global provides guidelines and materials for the HireVue implementation, while Mrs. Terpstra (manager of TA Benelux) has the responsibility of achieving full usage and adoption of HireVue in the team. Theories regarding software implementation stress the importance of user satisfaction. In addition, the resistance of employees and the temporary increase of employee's workloads often cause difficulties in fully implementing new software. Moreover, unsuccessful software implementations are often caused by the inattention of the project heads.

Sub question 2: Which factors influence the usage and adoption of new software?
Unilever has responded well to digitalization in HR. The desired results (e.g. simplified processes, good candidate experience), however, will only be achieved when the end-users actually use the system – in this case HireVue. Davis (1985) proposed that actual system use is determined by perceived usefulness and perceived ease of use. Tarhini, Elyas, Ali Akour and Al-Salti (2016) added elements like social norm, quality of work life and some moderators to Davis' model.

Sub question 3: How can change management be used to influence the behaviour of software users?
If HR professionals display the attributes of a change agent, goals can be implemented and problems can be diagnosed and solved. Additionally, knowledge of change management can help the HR professional to facilitate the "insertion of newly-implemented systems, processes and structure into the working practice, and deal with possible resistance" (Al-Mashari and Zairi, 2000, p. 14). Although the change agent could view employee resistance as a form of feedback, it is also important to know which strategies can be used to adequately deal with resistance. This can be done by matching appropriate strategies for favourable awareness, feelings and adoption intention responses – which leads to decreasing resistance and thus to increasing software usage and adoption.

Sub question 4: How do users value currently value HireVue?
In order to answer this sub question, two questionnaires are used to investigate how users currently value HireVue. The first user group includes nine Talent Advisors (TA General) who are in general positive towards using a digital instrument (e.g. HireVue) for recruiting talent. However, they mention different ways of being first informed about HireVue – which is not in line with the strategies for favourable awareness response. Furthermore, only 50% of the TA's use HireVue which is below average use, 12% is poor – if the rate of usage is not accelerated within the coming months, the KPI (100% HV usage) for the team could be in danger. Seven TA's agree with the statement "I value HireVue" and two TA's are undecided – although this result seems 'ok', no respondents strongly agree with the statement. The questionnaire also gives insight into the most and least valued elements of HireVue. The elements are based on both Davis' and Tarhini, Elyas, Ali Akour and Al-Salti models. TA especially values the ease of use and time efficiency of HireVue. But, TA also indicates that the tool is time-consuming, leads to a more demanding process and that candidates do not accept the tool. These least-valued elements negatively influence the behavioural intention and actual system use. Finally, Talent Advisors mention several ways in which they could be helped to overcome their resistance towards HireVue.

The second user group – six Hiring Managers – also has positive beliefs and values about using digital instruments for recruiting talent. Almost 70% of HM's have currently adopted HireVue – an above average adoption rate. This positive adoption attitude could help Talent Advisors in enlarging the use of HireVue in future requisitions involving these Hiring Managers. However, three HM's express that they did not use HireVue very often. Reason could be that in other available requisitions using HireVue was not possible, or the TA did not use HireVue in other requisitions – this needs to be further investigated. All Hiring Managers indicated that HireVue is time-efficient. Nevertheless, HM's express their concerns about the lack of personal contact with candidates and the fact that some people may perform better in a face to face interview. These concerns could be tackled if Talent Advisors adequately informed Hiring Managers.

Sub question 5: What are the best practices with regard to the implementation of HireVue or other recruitment software?
In order to answer this sub question, three different interviews are used to investigate the best practices with regard to the implementation of HireVue or other recruitment software. The first interview is among internal parties at Unilever. Best practices regarding information and training for new Talent Advisors start with an explanation by the Team Lead and is followed by a hands-on training from a team member which includes shadowing another colleague and watching how they use the tool. These best practices comply with the strategies for both favourable awareness response (communicating software general operations) and the favourable feelings response (minimizing adoption costs, involving individuals and groups, hands-on training). The interviews also provided insight into the efficient use of HireVue, enhancing the candidate experience and increasing Hiring Manager acceptance. Best practices regarding those last two elements can be linked to Ford & Ford's model; boost awareness, return to purpose, change the change and build participation and engagement. Also, by informing TA about several tips and tricks that internal parties suggested, the perceived usefulness and perceived ease of use of Talent Advisors can be increased.

The second interview focused on external parties; HR professionals who implemented Harver into teams or an organization. A best practice regarding informing the business is to 'celebrate the change' and inform stakeholders about how the new software is going to 'make their life easier'. This is in line with communicating the software benefits – part of the strategy for favourable awareness response. However, HireVue is already been used for the selection process for the UFLP (Unilever Future Leaders Programme) and several WL1 roles – so it could be too late for this. Additionally, external parties provide insight into how the time investment for users to learn the new tool can be minimised. These interventions can directly influence the perceived usefulness, perceived ease of use, quality of work life and facilitating conditions of users – which in turn positively influences actual system use. Especially because the current Talent Advisor team has not been in existence for long, Talent Advisors are still in the phase of learning the detailed processes and the team could improve on being more digital-savvy –

acting upon these interventions is important to achieve usage and adoption. Furthermore, external parties provided useful best practices on candidate and stakeholder acceptance. Lastly, the project lead should have continuous contact with the software provider, because this leads to an improved software interface.

The third interview is among TA (Specific); the Talent Advisors who have not yet fully used or adopted HireVue. In general, all Talent Advisors are positive about using digital selection methods in recruitment processes. But the balance between 'digital processes' and 'the human touch' remains important. TA has expressed multiple actions that could make the recruitment process more human and personal. Multiple TA's indicate that they would favour sitting down with a colleague who could show them how to use the system. This is not yet included into the onboarding program – since watching the deep dives on HireVue is standard procedure. However, watching those deep dives, however, without experimenting with the tool does not comply with relevant theories; it is not a rational use of working time, it does not minimize adoption costs and it decreases the perceived ease of use. Furthermore, not all TA's are properly informed about HireVue's software benefits and general operations – which negatively influences the favourable awareness response and is not in line with the rational use of devices. Finally, TA's experience several technology issues and don't have one point of contact to report technology issues – this negatively influences the facilitating conditions and software interface quality.

6.3 Final Conclusion

This research provided insight into desk and field research about software implementation, software usage and adoption, change management, the current usage of main users and best practices with regard to the implementation of HireVue and Harver. Unilever's HR Reimagine strategy adequately responds to current developments by making processes more digital and efficient, while also increasing the candidate experience. The foreseen benefits, however, can only be achieved when Talent Advisory Benelux fully uses and adopts HireVue. The conclusions to the five sub questions indicate that not all relevant theories and both internal and external best practices have been put into practice.

The research question is focused on finding interventions that the manager of Talent Advisory Benelux can apply in the team. The interventions are feasible because they comply with the team's desires, working culture and Unilever's organizational culture and are based relevant theories, internal and external best practices. The first intervention is to provide insight into the current usage and adoption of the team, how this relates to the KPI and team goals. Additionally, Team Lead could articulate vision of how 100% usage can be achieved. Secondly, the Team Lead needs to make sure that Talent Advisors who are not yet using HireVue receive accurate training. Also, all TA's need to know HireVue's benefits and how it fits into 'the bigger picture'[11] Besides that, the HireVue process needs to be more human for Talent Advisors – e.g. by creating a personalized introduction video and sending candidates a 'personalized' template email when inviting them for HireVue. Furthermore, Talent Advisories input on how they would prefer to improve the ways of working in their daily work can be collected. Additionally, the acceptance of stakeholders needs to be improved. On the one hand, Hiring Manager acceptance can be increased by showing how HireVue is going to make their life easier; let TA always mention HireVue in the intake and create a HireVue information brochure for HM's. On the other hand, candidate acceptance can be increased by informing them about HireVue on the career website. Moreover, the facilitating conditions need to be improved by shortening the lines between the end users (TA) and the software provider (HireVue). Last but not least, it is important to intervene in the team ambiance; create an open, more familial team culture in which 'making mistakes is how you learn' is the mantra.

---

[11] Rapid changes, digitalization, War on Talent, candidates want what they want, when they want, where they want it, technological changes in the ways of working, HR Reimagine, HireVue.

7. General Discussion

Goal of this Chapter

The researcher reflects on the research and research process. The results (§7.1), reliability and validity (§7.2), conceptual model and methods (§7.3) and suggestions for further research (§7.4) are discussed.

7.1 Results

Both the researches on internal and external best practices did not result in unexpected or contradictory results. The internal best practices provided clear insight into how users (Unilever Talent Advisors) can increase usage and adoption among themselves and stakeholders. And the external best practices provided clear insight into how the project leader can successfully implement new software. In general, the provided best practices are in line with the relevant theories. However, the questionnaire for Talent Advisors (general) did produce some contradictory results. The questionnaire investigated the most and least valued elements of HireVue; the questions included eight theory based elements which are antonyms – so one of the most valued elements is 'time efficient' and one of the least valued elements is 'time-consuming' etc. Unexpectedly, three out of the four most chosen elements in both categories include those antonyms[12]. The reason for this could possibly be the fact that respondents did not understand all answer possibilities, that they their opinion on HireVue is mixed or that some respondents value different elements more than the other respondents. Another unexpected result came across in the interviews with Talent Advisory (specific), when some TA's mentioned that they did not finish nor had even started with the technology deep dives on HireVue. The researcher discovered that every Talent Advisor did have some kind of training regarding HireVue. Nevertheless, the interview questions could be adapted when necessary during the interview since these were semi-structured interviews.

7.2 Reliability & Validity

The conducted research is reliable because of the following strengths: theories and models are only used when they come from reliable sources, both the TA (generic) and HM questionnaire can be reused. Additionally, the internal and external best practice research are reliable because they provide more or less the same outcomes and all interviews with TA (specific) are conducted in the same way – so if the research were to be repeated with the same research group and measurement criteria, the results would be the same. Additionally, the questionnaire includes several questions that measure usage and adoption. Thus, the researcher could examine the current usage and adoption by taking the average value of multiple answers. A restriction in terms of reliability is the fact that the researcher asked a lot of follow-up questions in the external best practice and TA (specific) interviews. This method does provide the researcher with valuable information regarding the participants, however it makes the research less reliable since the repeatability decreases.

A strength regarding the validity of the research is the way the field research was set up. After thorough literature reviews and desk research, the theoretical framework was drafted. The questionnaires are based on the theories regarding software usage and adoption (Davis (1985) and Tarhini, Elyas, Ali Akour and Al-Salti (2016)) and the favourable awareness response of Aladwani (2001). The researcher chose not to use a standardized questionnaire, since those do not fully comply with the questions that needed to be asked to the research groups. However, the questionnaires are valid because most elements that influence usage, adoption and favourable awareness response are questioned in multiple ways. Another strength regarding the validity of this research is the fact that the research includes seven interviews, in which the participants had generous time in which to express their opinions, concerns and ideas. Usage and adoption is not only a 'hard criteria' – which is measured in the amount of requisitions in which HireVue is used - but is also a 'soft criteria'. Whether or not an individual chooses to use and/ or adopt new software is based on thoughts, feelings and the behaviour of others. A restriction in terms of validity could be that both Talent Advisors and Hiring Managers are quite busy. Hence, although they did fill in the questionnaire but the researcher is not sure to what extent the

---

[12] Most frequently chosen valued and least valued elements include: time efficient/ time-consuming, simplified recruitment process/ more demanding recruitment process, modernised candidate experience/ candidates do not want the tool or impersonal candidate experience.

respondents took the time to carefully read the instructions and questions in order to answer to the best of their ability.

7.3 Conceptual Model & Methods

In general, the conceptual model provided a clear roadmap for the research. The mutual connections between software implementation, software usage and adoption and change management were connected in a clear way; only if the change agent (HR professional, Team Lead) has knowledge of both software implementation and usage and adoption, can (s)he manage the change and thus influence the behaviour of software users. Therefore, if the Team Lead reads this thesis – the gained knowledge on the relevant theories will help in understanding the research results, conclusions and recommendations. The research method, however, also has some weaknesses. For example, the research does not provide any insight into how the Team Lead managed the change in the team in the past. According to several theories (mentioned in the theoretical framework in chapter 3), the role of the Team Lead and initial communications about the software implementations are key. Nevertheless, the research questioned some of these elements within the questionnaire and during the interviews.

Furthermore, there are some restrictions regarding the questionnaire itself. Firstly, the questionnaire for Talent Advisors (generic) included the following statement: "I feel resistance towards using HireVue". According to Ford & Ford (2001), however, it is a subjective matter as to whether someone's behaviour constitutes resistance. People often don't see their resistance as resistance - since it depends on interpretation – thus, it could be possible that not all of the respondents answered this question completely honestly. Secondly, TA's and HM's were asked to tick a maximum of three boxes in the 'most valued' and 'least valued' question – some respondents only ticked two boxes, while others ticked six. This could lead to a relatively bigger influence of individuals on the research outcomes in those questionnaires. Thirdly, the researcher did not specifically ask questions regarding 'self-efficacy'. According to multiple theories this is one of the elements that influence the behavioural intention and actual usage of software. Also, the moderators (e.g. age, educational level) could have been analysed in more detail. Finally, the research group Talent Advisory (specific) includes six Talent Advisors that did not yet use the tool. However, the researcher could only interview five TA's, since the sixth was not available for a face to face interview. All things considered, the various research groups and samples that are used in the research are reliable. Since the research regarding Talent Advisors includes all relevant individuals, the research regarding Hiring Managers is delineated in a correct way and the research regarding internal and external best practices has been thoroughly thought through.

7.4 Further Research

It would be interesting to conduct further research to the usage and adoption of other newly-implemented software tools within the TA Benelux team, and also in other Unilever teams. This could lead to additional interventions that could work in TA Benelux regarding HireVue usage and adoption. Furthermore, it would be useful to investigate the usage and adoption of HireVue in the team, after the Team Lead made some changes. This could lead to additional information about the effectiveness of the proposed interventions and the possibility of additional follow-up interventions.

8. Recommendations

Goal of this Chapter

This chapter includes four recommendations, which are based on the results and conclusion of this research. The recommendations are directed at Ms. Terpstra, Team Lead of the Talent Advisory Benelux Team.

8.1 Provide accurate training for Talent Advisors

The idea

The research shows that not all Talent Advisors has accurate training on HireVue. In general, HireVue does not appear to be a difficult tool to learn. There's only little time that needs to be invested in order to fully understand and use the tool.

Thus, I would recommend to set up a hands-on training session which focuses on the following aspects:

- **Boost Awareness**: Why are we using HireVue?
- **Return to Purpose**: What is HR Reimagine? How does HireVue contribute to it?
- **Current status**: What is the current usage and adoption of HireVue in the team?
- **Benefits**: What are the benefits of HireVue?
- **General Operations**: What are the general operations of HireVue? Which tricks can be used? Who can be contacted if HireVue does not work appropriately?
- **Ways of working**: How many candidates do we invite? How do we evaluate interviews?
- **Build Participation & Engagement**: What are everyone's concerns and ideas?
- **Integrate**: What are the needs regarding HireVue in the near future?

It would be a good idea if the training a peer-to-peer training. If the training is created by Talent Advisors, for Talent Advisors there are several benefits. First and foremost, the Talent Advisors who provide the training require thorough knowledge of HireVue. Since the TA's who already work with HireVue know the basic operations and some tricks, they can increase their knowledge by reading the internal best practice questionnaires (appendix 9.2 & 9.3). TA trainers increase their HireVue knowledge by training the other Talent Advisors. Secondly, TA knows the learning needs of the other TA's – since they also had to originally learn to work with HireVue. Furthermore, this type of training lets employees practice working as a team and is relatively cheap, since there are no external parties that need to be hired (Hirenami, 2018).

Important aspects

The type of training and its quality is of utmost importance to achieve the desired effect. I suggest doing hands-on, peer-to-peer training in the form of a workshop. The training should include enough time in which Talent Advisors that do not yet use HireVue can try out all the steps that are needed to set up and interview. By explaining, show-casing and experimenting during the training, questions after the training will hopefully be minimized. However, in order to ensure that the training is successful, it will be important to be open and responsive to everyone's ideas and concerns.

Estimated effect

If the training incorporates all mentioned elements, includes all Talent Advisors and entails a learning atmosphere – all TA's will not only learn everything about the general operations of HireVue, but will also be more aware of the importance of using HireVue. Furthermore, TA knows the benefits of HireVue – which in turn can be transferred to Hiring Managers.

8.2 Increase stakeholder acceptance of HireVue
The idea
The research shows that Talent Advisors have concerns about candidate acceptance and hiring manager cooperation with regard to HireVue. Each of these concerns influence the current usage and adoption within TA Benelux. This recommendation is split between candidates and Hiring Managers.

In order to increase candidate acceptance, I would recommend the following interventions:
- Talent Advisors could send candidates who are placed on HireVue a simple email, introducing the candidate to the Talent Advisor, indicating that they are continuing to the next step of the recruitment process and that they can expect an invite from HireVue.
- A template email for the above needs to be made.
- Mention the use of HireVue on the career website.

In order to increase Hiring Manager acceptance, I would recommend the following interventions:
- Add information about HireVue to the 'intake checklist' so that TA's inform HM's in the first intake.
- Create a simple HireVue digital brochure for Hiring Managers which explains the benefits and general operations of HireVue.

Important aspects
The above recommendations are based on both internal best practices and external best practices. In the case of additional questions regarding the internal best practices, the approached Talent Advisors in other Unilever teams could be consulted.

Estimated effect
If the proposed recommendations are executed appropriately, the candidate acceptance and hiring manager corporation will significantly increase.

8.3 Work on the teambuilding
The idea
The Talent Advisor Benelux team was created in December 2017 and has been complete since the beginning of March. There has not yet been time for team building because of several reasons including, among others, high workload, lack of hand-overs and a large variety of processes, systems and stakeholders. Many TA's 'hit the ground' running, which resonates in the usage and adoption of, for example, HireVue software. It seems to be important to intervene in the team ambiance.

I recommend several interventions that could strengthen the team building:
- Set-up some team building activities, which could either be formal (following the Unilever purpose workshop as a team, or any other workshop) or informal (having drinks after work, conducting activities). Those team building activities can be structured or unstructured, depending on the desires of the team
- Discuss the ways of working e.g. who in the team do you ask for questions, do we make calls from behind our desks, when do you put your Skype status on 'do not disturb' (personal communication, May 2, 2018).
- Create a personal HireVue introduction video of the team and one of each Talent Advisor. This activity is not only fun and good for the team building, it also makes using HireVue more personal for a Talent Advisor, since a personal welcome and thank you video is used instead of the video of a Vice President.
- Further embed the Value Proposition, which is drafted during a team meeting.

Important aspects

In order to achieve the best results in this recommendation, it's highly important to approach the interventions in a 'light and fun' manner, but also stress the importance. Especially in the team building activities it is important to see them as necessary but fun. It is expected that when activities are made mandatory, the 'fun' element decreases.

Estimated effect

The estimated effect of this recommendation is that the working culture within the team becomes more pleasant. Furthermore, Talent Advisors know better what they can expect from each other. All in all, this has a positive effect on the team spirit.

8.4 Build a solid onboarding

The idea

The recent onboarding of new colleagues appears to have been quite hectic which is understandable because of the recent insourcing of recruitment activities. At the moment, the onboarding procedure is under construction (personal communication, May 17, 2018). The researcher observed that some new Talent Advisors had a formal coach – another Talent Advisor within the team – to which (s)he could ask all questions. However, a few team members feel that all questions are constantly directed at them (personal communication, April 2018).

I recommend several interventions that could help in building a solid onboarding:

- Assign a personal coach to a new team member. This coach is an experienced Talent Advisor in the team, who can explain all processes, procedures and systems to the new team member – also called 'peer-to-peer training'.
- Provide hands-on training. This training is provided to the new colleague within the first 2 weeks after the starting date. The new team member only needs to learn the systems that (s)he will use in the near future.
- Apply 'mirroring' among colleagues. It means that the new colleague mirrors the actions of the coach for a specific amount of time.

Important aspects

From the perspective of software implementation, usage and adoption - it is utterly important that the coach has knowledge of the used systems. The training should be given by the Team Lead and colleague Talent Advisors. It can be useful to gain more information about peer-to-peer training and the 'mirroring' technique. Mirroring appears to be especially useful in learning new software and team building. The research showed that learning to work with new systems (e.g. HireVue) is most valuable when a new colleague can watch all operations and then conduct the steps by him- or herself.

Estimated effect

The estimated effect of having a more structured and well-thought onboarding is that not only do new colleagues get up to speed quicker but also better. If all ways of working, procedures and systems are explained adequately, there will be less questions (and stress) later on. Moreover, having a coach gives the new colleague a feeling of certainty.

8.5 Final Note

This paragraph proposed four recommendation based on this research. Of course, not all recommendations could be put into practice immediately. The first two recommendations are meant to be acted upon in the short term (within 3 months). It is especially recommended to implement the first recommendation regarding adequate training on HireVue as soon as possible. The third recommendation regarding team building could be implemented on a middle term basis (within 5 months). Building a solid onboarding programme could be implemented on a middle or long term basis (5 to 7 months). The next chapter provides insight into how the recommendations can be put into practice.

9. Implementation

This chapter provides insight into how the recommendations can be implemented. Table 11 states the implementation plan. The Team Lead has the final responsibility. In order to achieve good results, I would recommend to involve several Talent Advisors. For each recommendation, one dedicated Talent Advisor can be assigned. The Cost Benefit Risk Analysis is shown in appendix 12.

	Activity	Owner	When	How	Evaluation
Recommendation 1	Gain knowledge about software implementation, usage & adoption, change management and the current status	Team Lead	July 2 – 15, 2018	Reading chapters 3, 5 and 6 of this thesis	August 2018
	Choose desired interventions	Team Lead	July 16 – 22, 2018	Chapter 8 of this thesis	August 2018
	Prepare peer-to-peer HV training	2 Talent Advisors	July 23 – August 5, 2018	Appendix 9.2 & 9.3, effectiveinstitutions.com "A guide to peer-to-peer learning"	September 2018
	Hands-on HireVue training: Given by TA, Team Lead presented current usage, audience: all TA's	2 Talent Advisors, Team Lead	August 6 – 12, 2018	Website of HireVue, chapter 6	September 2018
	Follow the training	All Talent Advisors that need to use HV	August 13 – 26, 2018	All Talent Advisors that need to use HireVue are present	September 2018
	Identify usage and adoption of all TA's	Talent Lead	September 2018	Send a short questionnaire to TA with Google Forms	October 2018
Recommendation 2	Create template e-mail for candidates when TA places them on HV	Talent Advisor	July 2018	Add to "template book", make it general	August 2018
	Mention the use of HV on Unilever's career website or in Taleo	Team Lead, TA, communications	July 2018	State the importance of candidate acceptance of HireVue	August 2018
	Incorporate HV in the 'intake checklist'	Talent Advisor	July 2018	Clearly mention the added value of HV	August 2018
	Create digital HV brochure for Hiring Managers	Talent Advisor	July & August 2018	Cleary state the benefits for Hiring Managers, make brochure colourful	September 2018
Recommendation 3	Brainstorm on possible team activities	All TA's	July 2018	"Think outside of the box!", let all team member provide ideas	August 2018
	Organize a team building activity	Talent Advisors	August 2018	Plan in advance	September 2018
	Discuss the ways of working	Talent Advisors	July 2018	During a team meeting	August 2018
	Personal HireVue introduction videos: Find out if possible with Legal (1) Film the videos (2)	1: Talent Lead 2: TA's	August & September 2018	State the importance of a personal video, make filming the videos fun	October 2018
	Embed the Value Proposition	Team Lead	August 2018	Increases the team spirit and drive to work	September 2018
Recommendation 4	Gain more insight into peer-to-peer training and 'mirroring' technique	Talent Lead & Talent Advisor	July 2018	effectiveinstitutions.com "A guide to peer-to-peer learning" infiressources.ca "The mirror effect"	August 2018
	Assign possible coaches in the team	Talent Lead	July 2018	Which TA's have enough knowledge of all systems and procedures?	August 2018
	Design the new onboarding	Talent Lead & Talent Advisor	July 2018	Appendix 11.5 mentions the importance	November 2018
	Test the new onboarding process with the new colleague	Talent Lead, Talent Advisor (as coach) & new Talent Advisor	August 2018	Continuous feedback seems valuable, also from the new colleague	November 2018

Table 11: Implementation Plan.

Bibliography

Al-Mashari, M. & Zairi, M. (2000). Information and business process equality: the case of SAP R/3 implementation. *Electronic Journal on Information Systems in Developing Countries*, *2*. Retrieved on April 14, 2018, from https://onlinelibrary.wiley.com/doi/epdf/10.1002/j.1681-4835.2000.tb00011.x

Cascio, W. F., & McEvoy, G. (2003). Managing human resources: Productivity, quality of work life, profits. Personnel Psychology, 51(4), 1041-1044.

CBS. (2018, April 19). Monthly labour participation and unemployment (12-hours threshold). Retrieved on May 13, 2018, from http://statline.cbs.nl/StatWeb/publication/?VW=T&DM=SLEN&PA=80479eng&LA=EN

Davis, F. D. (1986). Technology acceptance model for empirically testing new end-user information systems: Theory and results Doctoral dissertation, MIT Sloan School of Management, Cambridge, MA, 1986.

Davis, F. D. (1989). Perceived usefulness, perceived ease of use and user acceptance of information technology, MIS Quarterly (13:3), September 1989, pp. 319-340.

Deloitte the Netherlands. (2017). Fast Moving Consumer Goods Analytics Framework – Point of View. Retrieved on April 1, 2018, from https://www2.deloitte.com/content/dam/Deloitte/nl/Documents/consumer-business/deloitte-nl-cip-fmcg-analytics-framework.pdf

Dictionary.com. (2018a). Adopt. Retrieved on April 7, 2018, from http://www.dictionary.com/browse/adopt

Dictionary.com. (2018b). Change. Retrieved on April 14, 2018, from http://www.dictionary.com/browse/change?s=t

Dictionary.com. (2018c). Implement(ation). Retrieved on April 7, 2018, from http://www.dictionary.com/browse/implement

Dictionary.com. (2018d). Resistance. Retrieved on April 8, 2018, from http://www.dictionary.com/browse/resistance?s=t

Discours-Buhot, V. (2018, February 16). Seizing the opportunity: How FMCG companies can ensure food safety. Retrieved on April 1, 2018, from https://realbusiness.co.uk/law/2018/02/16/seizing-opportunities-fmcg-companies-can-ensure-food-safety/

Financial Times. (December 3, 2017). Paul Polman: in his own words - Edited highlights of the FT's interview with the chief executive of Unilever. Retrieved on April 27, 2018, from https://www.ft.com/content/2209d63a-d6ae-11e7-8c9a-d9c0a5c8d5c9

Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research.* Reading, MA: Addison-Wesley.

Forbes. (December 4, 2017). Unilever CHRO Leena Nair: How To Thrive In An Upside-Down World. Retrieved on April 27, 2018, from https://www.forbes.com/sites/workday/2017/12/04/unilever-chro-leena-nair-how-to-thrive-in-an-upside-down-world/#2549363e53da

Ford, J. D., & Ford, L. W. (2009). Decoding Resistance to Change. *Harvard Business Review, 87*(4), 99. Retrieved on April 12, 2018, from http://eds.b.ebscohost.com/eds/detail/detail?vid=6&sid=b9aab6da-91b6-455e-8a5e-a192346beffc%40sessionmgr103&bdata=JnNpdGU9ZWRzLWxpdmUmc2NvcGU9c2l0ZQ%3d%3d#AN=37021976&db=edb

Harver. (2018). Matching technology for better hiring. Retrieved on May 27, 2018, from https://harver.com

Hirenami. (2018). 7 Benefits of Using Peer Training to Train Your Employees. Retrieved on May 29, 2018, from https://hirenami.com/blog/benefits-peer-learning-train-employees/

Hoonakker, P. T., Carayon, P., Brown, R. L., Cartmill, R. S., Wetterneck, T. B., & Walker, J. M. (2013). Changes in end-user satisfaction with Computerized Provider Order Entry over time among nurses and providers in intensive care units. Retrieved on April 14, 2018, from http://eds.b.ebscohost.com/eds/detail/detail?vid=6&sid=48dad5ef-7ad9-48e3-ab0f-02b9506be962%40pdc-v-sessmgr01&bdata=JnNpdGU9ZWRzLWxpdmUmc2NvcGU9c2l0ZQ%3d%3d#AN=85477095&db=lxh

IMF – International Monetary Fund. (2018). Real GDP growth - Annual percent change. Retrieved on April 1, 2018, from http://www.imf.org/external/datamapper/NGDP_RPCH@WEO/OEMDC/ADVEC/WEOWORLD

Kagan, P., Naumova, A. & Vilman, Y. (2016). The Problems of project management software implementation in construction corporations. Retrieved on April 2, 2018, from https://www.matec-conferences.org/articles/matecconf/pdf/2016/36/matecconf_tpacee2016_07016.pdf

Land, S. K., Smith, D. B. & Walz, J. W. (2008). Practical Support for Lean Six Sigma Software Process Definition - Using IEEE Software Engineering Standards. Retrieved on April 2, 2018, from https://books.google.nl/books?hl=en&lr=&id=SsBF_lVbK_gC&oi=fnd&pg=PR5&dq=Practical+Support+for+Lean+Six+Sigma+Software+Process+Definition+:+Using+IEEE+Software+Engineering+Standards+and+&ots=ZkOdJjUfiy&sig=zWZgsqOJBXZh503CjUlGARfYNKk&redir_esc=y#v=onepage&q=Practical%20Support%20for%20Lean%20Six%20Sigma%20Software%20Process%20Definition%20%3A%20Using%20IEEE%20Software%20Engineering%20Standards%20and&f=false

Nair, L. (2018). Thriving in an upside-down world. Retrieved on May 20, 2018, from https://players.brightcove.net/761709628001/HJDwnpAs_default/index.html?videoId=5780568247001

Polman, P. & Pitkethly, G. (2018). Unilever Full Year 2017 Results. Retrieved on March 30, 2018, from https://www.unilever.com/Images/ir-q4-results-presentation_tcm244-515320_en.pdf

Smithson, N. (February 21, 2017). Unilever's PESTEL/PESTLE Analysis & Recommendations. Retrieved April 1, 2018, from http://panmore.com/unilever-pestel-pestle-analysis-recommendations

Stratman, J. and Roth, A. (1999). Enterprise resource planning competence: a model, propositions and pre-test, design-stage scale development, 30th DSI Proceedings, 20-23 November, pp. 1199-201.

Tarhini, A., Elyas, T., Akour, M. A. & Al-Salti, Z. (2016). Technology, Demographic Characteristics and E-Learning Acceptance: A Conceptual Model Based on Extended Technology Acceptance Model. *Higher Education Studies*, *6*(3), 72-89.

Tichy, N. (1983). *Managing Strategic Change.* New York: Wiley.

Tornatzky, LG. and Klein, K.J. (1982). Innovation Characteristics and Innovation Adoption-Implementation: A Meta-Analysis of Findings. *IEEE Transactions on Engineering Management,* 28-45.

Ulrich, D., Brockbank, W., Yeung, A. K. and Lake, D. G. (1995). Human Resource Management; Ann Arbor, Mich. *34*(4), 473.

Unilever. (2018, January 10). 3+1 Goal Plan 2018 for Talent Advisory [Strategy]. Retrieved on March 30, 2018, from Unilever.Sharepoint.nl/TalentAdvisory

Unilever. (2018, January). Data overview Experienced Professionals [Report]. Retrieved on April 6, 2018, from Unilever.Sharepoint.nl/TalentAdvisory

Unilever. (2018, April 26). HR Benelux Meeting [Strategy]. Retrieved on April 26, 2018, from Unilever.Sharepoint.nl/HR/Benelux

United Nations. (2018). Sustainable Development Goals – Goal 12: Ensure sustainable consumption and production patterns. Retrieved on April 1, 2018, from http://www.un.org/sustainabledevelopment/sustainable-consumption-production/

Unilever. (2018a). About Unilever. Retrieved on April 27, 2018, from https://www.unilever.com/about/who-we-are/about-Unilever/

Unilever. (2018b). Developing & engaging our people. Retrieved on March 27, 2018, from https://www.unilever.com/sustainable-living/our-strategy/embedding-sustainability/developing-and-engaging-our-people/

Unilever. (2018c). Leena Nair. Retrieved on April 27, 2018, from https://www.unilever.com/about/who-we-are/our-leadership/leena-nair.html

Unilever. (2018d). Our history – Making sustainable living commonplace. Retrieved on March 30, 2018, from https://www.unilever.com/about/who-we-are/our-history/

Unilever. (2018e). Our logo. Retrieved on March 30, 2018, from https://www.unilever.com/about/who-we-are/our-logo/

Unilever. (2018f). Purpose, values & priniples. Retrived on April 27, 2018, from https://www.unilever.com/about/who-we-are/purpose-and-principles/

Unilever. (2018g). Sustainable Living. Retrieved on March 30, 2018, from https://www.unilever.com/sustainable-living/

Unilever UK. (2018). 1920 - 1929: Unilever is formed. Retrieved on March 30, 2018, from https://www.unilever.co.uk/about/who-we-are/our-history/1920-1929.html

Van der Velde, M., Jansen, P., & Dikkers, J. (2015). *Praktijkgericht Onderzoek: opzetten, uitvoeren, analyseren en rapporteren.* Hilversum, The Netherlands: Concept.

Verhaag, D. (2015). The War for Top Talent – This Time it's Personal. Retrieved on April 1, 2018, from http://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?vid=1&sid=bec3120d-5458-448e-9ece-511c72142b91%40sessionmgr4006

Zazou for BrightOwl. (2018, January 22). Recruitment Challenges in 2018). Retrieved on May 11, 2018, from https://brightowl.pro/blogs/2018/01/recruiting-challenges-in-2018/

Appendices

Appendix 1. Recruitment Systems

As mentioned in the situation draft in chapter 1, Talent Advisors use numerous HR (recruitment) systems. The following systems are used:

- HireVue
- Taleo
- Workday
- Salesforce
- Avature
- Talent Neuron
- JML (Joiner, Mover, Leaver)
- Unahub
- LinkedIn Recruiter
- Social Seeder,
- Recruitment Satisfaction
- Analytics
- DocuSign
- Cornerstone
- Pymetrics

Appendix 2. HR Competencies

In §3.3 it was mentioned that 'Management of Change' is the most important competency for HR professionals (Ulrich, Brockbank, Yeung and Lake, 1995). Figure 15 shows the three competencies that are measured in their study.

Figure 15: Relative competencies for HR professionals as business partners (Ulrich, Brockbank, Yeung and Lake, p. 482, 1995).

Appendix 3. Framework for Managing Resistance

Aladwani (2001) proposes an integrated, process-oriented framework consisting of three phases: (1) knowledge formulation, (2) strategy implementation and (3) status evaluation. In paragraph §3.3, especially the second phase – consisting of change management strategies for awareness, feelings and adoption – is key. Figure 16 shows Aladwani's full model.
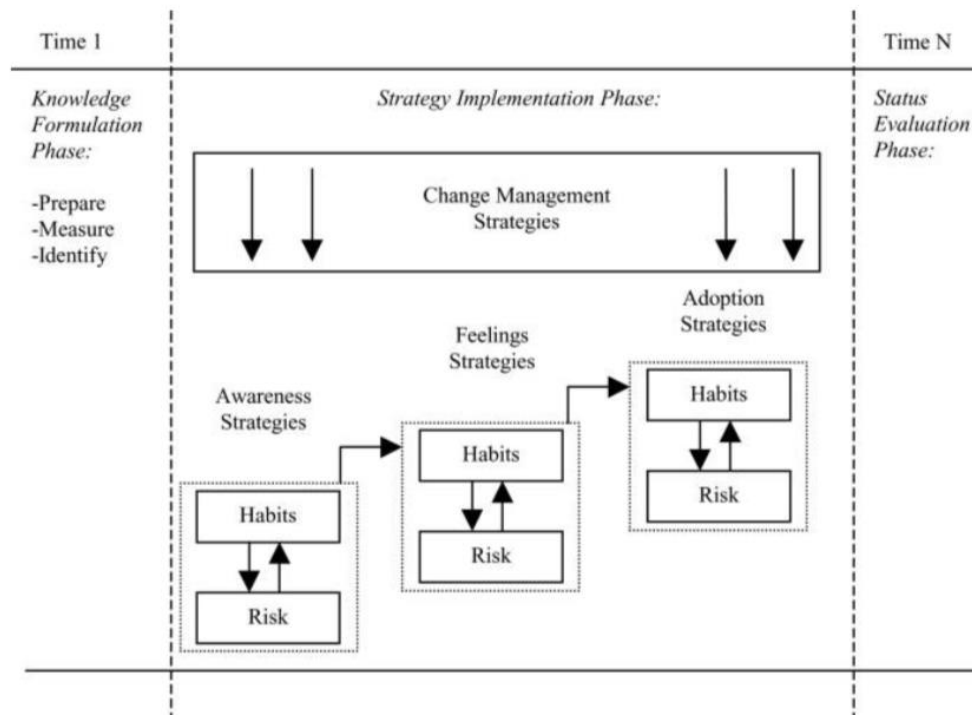

Figure 16: Framework for managing resistance (Aladwani, 2001, p. 200)

Appendix 4. Interview Ms. Terpstra

This appendix includes the interview with J. Terpstra, the Team Lead of the Talent Advisory Benelux team. The interview was conducted on the 12th of April.

Interview – Talent Advisor Manager & Employer Branding Lead
Why did you ask the researcher to conduct research regarding the full achievement of usage and adoption of HireVue?
I think there is challenge for our team but also globally, to adopt new technology. HireVue is a new automated process of some steps that we used to do manually. This requires a change of mind-set and a change in way of working. For me, it is interesting to know which barriers exist for Talent Advisors in the adoption of new technology.

In your opinion, what is the current status of the usage and adoption of HireVue within the TA Benelux team?
Percentage wise, I don't know the current status. I do know that some Talent Advisors are more eager to use it for every vacancy, while some Talent Advisors only use them for external vacancies and some Talent Advisors do not use it at all. All team members considered, I can say that the majority uses HireVue, but I do not know the frequency in which the team uses the tool.

Could you describe the implementation process of HireVue? – What has happened from the moment that Global decided to use HireVue?
Well, we use HireVue for two selection procedures: in the recruitment process of regular roles and in the process of selecting trainees for our Unilever Future Leaders Programme (UFLP). For the regular roles, the HireVue implementation is part of our transition called 'HR Re-Imagine'. This transition started last year August/September. First, the news came out that we were in a transition towards a more simple, human and impactful HR approach. HireVue was presented there as one of the technologies that is an enabler for this transition. Talent Advisors should use HireVue because then they can work more efficient and effective. For the candidate it is much more fitting to their view of job applications, candidates expressed their wishes for a more effective, innovative selection procedure - not via the old way. For UFLP, there are just two Talent Advisors working with HireVue and they have to work with the tool – there is no choice.

After that announcement, how did the implementation of HireVue go?
First of all, we received an online tutorial video, team members watched the tutorial alone and some watched the tutorial together. Then, some Talent Advisors started experimenting with the tool, to make sure we landed it well. Out of this, a co-recruiter made a manual and a guide.

Does someone keep track of implementation process and the status?
No, we do not keep track of the implementation of HireVue. However, technology adoption (including HireVue) is one of our KPI's for Talent Advisory. So Talent Advisors will be measured on their performance - including the adoption of the technology. Hence, Global and myself (as a manger) can see who is and who is not using the technology, and how often it is used. So, we can see what the degree of usage and adoption is.

For UFLP HireVue interviews we already have a lot of data from Global on several topics; how the selection procedure is working, the speed of the selection procedure, the influence of Artificial Intelligence. So there we have already done a lot of stakeholdering towards the business, HRBP's and HR Community. I think we can still make progress in stakeholder management with the business, line managers and HRBP's on the adoption of HireVue for regular roles. Thus, especially for the recruitment process for regular roles we need to keep in mind that we (Talent Advisory) are our own ambassadors – so if we are not enthusiastically using and selling HireVue, then nobody will! This makes an opportunity for our team to sell HireVue to the business. I think we need to focus on adoption but also on selling it to the business. So you might have some suggestions on this.

This morning we received an email regarding HireVue Coordinate, does this email have something to do with tracking the status?
No, because this is HireVue Coordinate. Up till now we have been only talking about HireVue Video Interviews.

So these questions focused on the regular roles. Do you also want to deep dive into UFLP, or is that less relevant because only two Talent Advisors mandatory use HireVue for UFLP?
We need to make a distinction between using HireVue for UFLP or regular roles. Only two Talent Advisors participate in the UFLP selection. In this selection, the candidates have a mandatory step in which they record a digital HireVue interview. Thus, the two Talent Advisors dedicated to the UFLP selection do not have a choice in using HireVue. Besides the UFLP selection, HireVue is now more and more used for regular roles. The KPI for the Talent Advisory team regarding 100% usage and adoption considers all roles – so, the team needs to work with HireVue, otherwise the KPI will not be attained.

Could you describe the ideal situation regarding the usage and adoption of HireVue?
The ideal situation is when all Talent Advisors will use HireVue Video Interviews for all roles and every selection process, while the Hiring Manager is included. So, Talent Advisors use HireVue for all their Short List candidates, send this Short List to the Hiring Manager. Then, the Hiring Manager either watches the videos alone or together with the dedicated Talent Advisor. So, in the ideal situation we fully adopt HireVue in order to use Hiring Manager's time – which is actually business time - effectively.

In a lot of scientific research, the role of the manager and the person implementing the software plays a big role. Thus, I would like to know if you have ever implemented a programme, software or something else into this team? If yes, how did this go?

I have never implemented programme before into this team, because the team is only existing since December 2017. So, the implementation of HireVue is one of the first to implement in the team, and we have a couple more technologies that we are landing within the team (Pymetrics, Talent Neuron, Taleo, Workday, Salesforce, Avature, Social Seeder, LinkedIn Recruiter). As manager I've arranged onboarding and capability days for 1 day each month, to follow the online trainings and to deep dive as a team into the usage of the new technologies.

Have you ever implemented a programme or software before in another team? Could you tell me how the implementation process went?

Yes, in some other companies I worked in, I implemented software – not necessarily related to recruitment or HireVue. For example in a previous organization where I've worked I have implemented an automation process for feedback provision and gathering for trainers. The participants of trainings would receive automated feedback based on their performance and at the end would receive a report and scoring based on the input from trainers. In this situation as well I've organized capability training days, to make sure the technology landed. Also there the KPI for trainers in Technology Adoption was a well working stimulus in really embracing it. And a good starting point for conversation from the manager to the trainer. 15 trainers out of 15 trainers were in the end using the automated new technology, since, besides obtaining their own KPI, this in the end benefitted the participants.

Do you observe resistance of team members towards using HireVue? If yes, what is your opinion regarding this resistance?

Yes, I observe some resistance. I see people in the team not using HireVue. They feel the tool is difficult, time consuming to dive into and in general different from the way they used to work. That is the reasoning that people give to not use HireVue.

Have there been actions to cope with this resistance? What were these actions?

Yes, we had a few trainings and in the team meetings we reviewed and discussed the tool. We reviewed which people needed a bit more help with the tool. As a result, one colleague sat down with another colleague and they went over the platform together.

Do you maybe have already some ideas to cope with this resistance?

Well yes, I have some ideas but I am open to your view, observations and recommendations. So I would rather leave that blank so I can be open to your point of view and ideas.

What are the strongest skills represented within the team?

Strong stakeholder management
Strong Recruitment
Service mindset
Speed to fill

Are there any skills gaps? If yes, which skill gaps are there?

In general, as a team we could work on being more digital savvy and analytical on our own recruitment / talent data.

Could you describe your leadership style?

Pacesetting (Accomplishing tasks to a high standard), Coaching (Long term development of team members), Visionary (providing long term direction and vision / big picture thinking)

Appendix 5. Operationalisation Research

Chapter 4 provides insight in the research methods. Table 12 clearly shows each sub question, research method and involved stakeholders.

#	Sub question	Method	Stakeholders & Research Group
1.	What are the main problems in software implementation?	*Desk research* Literature	Researcher
2.	Which factors influence the usage and adoption of new software?	*Desk research* Literature	Researcher
3.	How can change management be used to influence the behaviour of software users?	*Desk research* Literature	Researcher
4.	How do users currently value HireVue? A. How do the Talent Advisors currently value HireVue? B. How do Hiring Managers currently value HireVue?	*Field research* Questionnaire Questionnaire	Researcher Talent Advisors (9x) Hiring Managers (6x)
5.	What are the best practices with regard to the implementation of HireVue or other recruitment software? A. What are best practices according to internal parties? B. What are best practices according to external parties? C. What are desired interventions according to Talent Advisory?	*Field research* Questionnaire Interviews Interviews	Researcher Unilever TA's (2x) External HR software implementors (2x) Talent Advisors (5x)

Table 12: Research methods per sub question

Appendix 6. Sub Question 4A

Appendix 6.1 Operationalisation 4A

Table 13 shows the research set-up for sub question 4A "How do the Talent Advisors currently value HireVue?" The table shows the factor, aspect, question number, answer type or options. The last column indicated the value, which is used for analysis of the results. X means 'is not valuated' since it is unnecessary for the evaluation of this research, M means 'Moderator'.

Factor	Aspect	Question number	Answer type / options	Value
General information, individual differences (moderators)	Gender	1	Male Female	x
	Age	2	20 – 29 years 30 – 39 years 40 – 49 years 50 – 59 years 60 years and older	M
	Primary role	3	Talent Advisory (Hiring) Manager	x
	Time in this role	4	1 month – 6 months 6 months – 1 year 1 year – 5 years 5 years – 10 years Longer than 10 years	M
	Time at Unilever	5	1 month – 6 months 6 months – 1 year 1 year – 5 years 5 years – 10 years Longer than 10 years	M
	Highest achieved education?	6	Secondary Education Secondary Vocational Education (MBO) Higher Professional Education (HBO) University Bachelor (WO Bachelor) University Master (WO Master)	M
Favourable awareness response	How first informed	7	Short answer text	
	Beliefs and values about digital instruments for recruiting talent	19	Long answer text	
Current usage	Since how long	8	I have never used HireVue up till now Less than 1 month 1 month – 6 months 6 months – 1 year Longer than 1 year	1 2 3 4 5
	Hours a week	9	0 hours per week Less than 1 hour per week 1 – 3 hours per week 3 – 6 hourse per week More than 6 hours per week	1 2 3 4 5

	% of WL1	10	0 – 25% of my WL1 vacancies	2
			25 – 50% of my WL1 vacancies	3
			50 – 75% of my WL1 vacancies	4
			75 – 100% of my WL1 vacancies	5
			I have never used HV for WL1	1
			I do not have WL1 vacancies	x
	% of WL2	11	0 – 25% of my WL2 vacancies	2
			25 – 50% of my WL2 vacancies	3
			50 – 75% of my WL2 vacancies	4
			75 – 100% of my WL2 vacancies	5
			I have never used HV for WL2	1
			I do not have WL2 vacancies	x
	Role of HV in work	18	Long answer text	
Current adoption	"I value HireVue"	12	Strongly Agree	5
			Agree	4
			Undecided	3
			Disagree	2
			Strongly Disagree	1
	Most valued elements	13	Easy to use	
			Useful in my work	
			Time efficient	
			Easy to learn	
			Modernised candidate experience	
			Technical support	
			Simplified recruitment process	
			My colleagues use the tool	
			Innovative tool	
			Other…	
	Least valued elements	14	Not easy to use	
			Not useful in my work	
			Time-consuming	
			Difficult to learn	
			Candidates do not want the tool	
			No suitable technical support	
			More demanding recruitment process	
			My colleagues do not use the tool	
			Unnecessary innovation	
			Other…	
	"I feel resistance towards using HireVue"	15	Strongly Agree	1
			Agree	2
			Undecided	3
			Disagree	4
			Strongly Disagree	5
	Dislike elements	16	Long answer text	
	Overcome resistance	17	Long answer text	
Other	Comments or remarks	20	Long answer text	

Table 13: Operationalisation research for sub question 4A

Questionnaire: HireVue

Thank you for your participation!

This questionnaire is made in commission by Talent Advisory Benelux. We would be pleased if you could fill out this questionnaire.

The questionnaire is about the usage and adoption of HireVue Video Interviews. Through this questionnaire, I would like to gain insight in your current usage of and overall opinion on the HireVue tool. By giving your honest answers to the following questions, I can further shape my research so that I can give practical recommendations - which will help you in your daily work. Please note: the questions focus on HireVue Video Interviews, not on HireVue Coordinate.

All the information and data provided will be handled anonymously and in a confidential manner. This questionnaire will only take 10 minutes of your time at most and is highly appreciated and valuable for my research.The survey will be available from April 16th until April 20th, 2018.

If you have any questions, please do not hesitate to contact me on Annemijn.Vos@unilever.com. Thank you in advance.

Kind regards,

Annemijn Vos

* Required

1. **What is your gender?** *
   Mark only one oval.

   ◯ Male

   ◯ Female

2. **What is your age?** *
   Mark only one oval.

   ◯ 20 - 29 years

   ◯ 30 – 39 years

   ◯ 40 – 49 years

   ◯ 50 – 59 years

   ◯ 60 years and older

3. **What is your primary role?** *
   Mark only one oval.

   ◯ Talent Advisor

   ◯ HR Business Partner

   ◯ (Hiring) Manager

4. **How long have you been working in this role?** *
   Mark only one oval.

   ( ) 1 month – 6 months

   ( ) 6 months – 1 year

   ( ) 1 year – 5 years

   ( ) 5 years – 10 years

   ( ) Longer than 10 years

5. **How long have you been working at Unilever?** *
   Mark only one oval.

   ( ) 1 month – 6 months

   ( ) 6 months - 1 year

   ( ) 1 year – 5 years

   ( ) 5 years – 10 years

   ( ) Longer than 10 years

6. **What is your highest achieved education?** *
   Mark only one oval.

   ( ) Secondary Education

   ( ) Secondary Vocational Education (MBO)

   ( ) Higher Professional Education (HBO)

   ( ) University Bachelor (WO Bachelor)

   ( ) University Master (WO Master)

   ( ) Other: _____

Please Note

The following questions are focused on HireVue Video Interviews, not on HireVue Coordinate.

Please read each of the following questions and statements and select an option that describes your opinion best. Try to give a decisive and honest answer, and only answer with the 'Undecided' option when neither of the positive or negative options suit you.

7. **In what way were you first informed about HireVue?** *

   _____

8. **Since how long have you been using HireVue?** *
   Mark only one oval.

   ◯ I have never used HireVue up till now

   ◯ Less than 1 month

   ◯ 1 month - 6 months

   ◯ 6 months - 1 year

   ◯ Longer than 1 year

9. **How many hours per week do you use HireVue in your work?** *
   Mark only one oval.

   ◯ 0 hours per week

   ◯ Less than 1 hour per week

   ◯ 1 - 3 hours per week

   ◯ 3 - 6 hours per week

   ◯ More than 6 hours per week

   ◯ Other: _____

10. **For how many percent of your WL1 vacancies do you use HireVue Video Interviews?** *
    Mark only one oval.

    ◯ 0 - 25% of my WL1 vacancies

    ◯ 25 - 50% of my WL1 vacancies

    ◯ 50 - 75% of my WL1 vacancies

    ◯ 75 - 100% of my WL1 vacancies

    ◯ I have never used HireVue for my WL1 vacancies

    ◯ I do not have WL1 vacancies

11. **For how many percent of your WL2 vacancies do you use HireVue Video Interviews?** *
    Mark only one oval.

    ◯ 0 - 25% of my WL2 vacancies

    ◯ 25 - 50% of my WL2 vacancies

    ◯ 50 - 75% of my WL2 vacancies

    ◯ 75 - 100% of my WL2 vacancies

    ◯ I have never used HireVue for my WL2 vacancies

    ◯ I do not have WL2 vacancies

12. **To what extend do you agree with the following statement: "I value HireVue"** *

Mark only one oval.

- ◯ Strongly Agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly Disagree

13. **Regarding HireVue Video Interviews, which of the following elements do you value most? (tick maximum 3 boxes, additional elements can be added in 'other'):** *

Check all that apply.

- ☐ Easy to use
- ☐ Useful in my work
- ☐ Time efficient
- ☐ Easy to learn
- ☐ Modernised candidate experience
- ☐ Technical support
- ☐ Simplified recruitment process
- ☐ My colleagues use the tool
- ☐ Innovative tool
- ☐ Other: _____

14. **Regarding HireVue Video Interviews, which of the following elements do you dislike the most? (tick maximum 3 boxes, additional elements can be added in 'other'):** *

Check all that apply.

- ☐ Not easy to use
- ☐ Not useful in my work
- ☐ Time-consuming
- ☐ Difficult to learn
- ☐ Candidates do not want the tool
- ☐ No suitable technical support
- ☐ More demanding recruitment process
- ☐ My colleagues do not use the tool
- ☐ Unnecessary innovation
- ☐ Other: _____

15. **To what extend do you agree with the following statement: "I feel resistance towards using HireVue"** *

Mark only one oval.

- ◯ Strongly Agree
- ◯ Agree
- ◯ Undecided
- ◯ Disagree
- ◯ Strongly Disagree

Please Note: you should only fill in the following four questions if you chose 'strongly agree', 'agree' or 'undecided' in the previous question.

The last four questions of this questionnaire are open questions, focused on the fact that you do not fully like HireVue Video Interview.

Could you please provide me with detailed information. The better you inform me about your needs, the better the interventions can contribute to your daily work in using HireVue.

16. **Which elements of HireVue do you dislike?**

_____

_____

_____

_____

_____

17. **In what way could we help to overcome your resistance towards HireVue?**

_____

_____

_____

_____

_____

18. **Could you describe which role HireVue plays in your work?**

_____

_____

_____

_____

_____

19. **What are your beliefs and values about using digital instruments for recruiting talent?**

_____

_____

_____

_____

_____

20. **If you have any comments or remarks about the topics in or related to this survey, please write them in the space below. ***

_____

_____

_____

_____

_____

End of Questionnaire

Thank you for your time and input, it is highly appreciated!

In the coming weeks, I will possibly reach out to you again for a follow up.

Powered by

Google Forms

Questionnaire: HireVue

9 responses

What is your gender?

9 responses

- Male
- Female

88.9%

11.1%
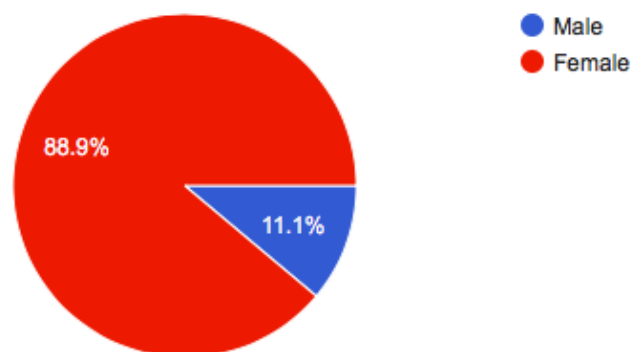
What is your age?

9 responses

- 20 - 29 years
- 30 – 39 years
- 40 – 49 years
- 50 – 59 years
- 60 years and older

44.4%

11.1%

44.4%
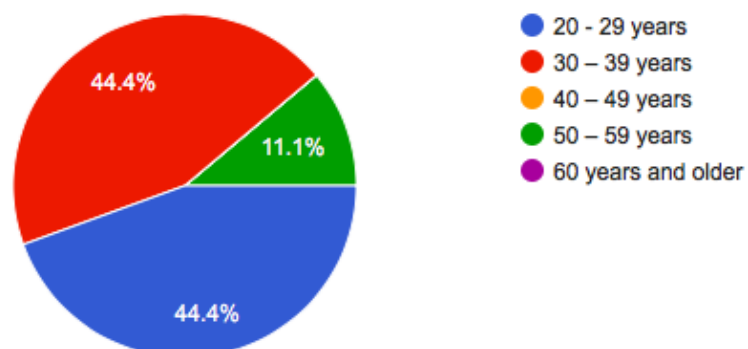
What is your primary role?

9 responses

- ● Talent Advisor
- ● HR Business Partner
- ● (Hiring) Manager

100%
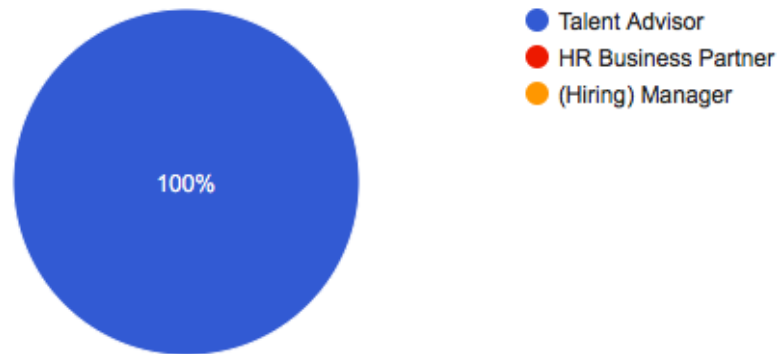
How long have you been working in this role?

9 responses

- ● 1 month – 6 months
- ● 6 months – 1 year
- ● 1 year – 5 years
- ● 5 years – 10 years
- ● Longer than 10 years

22.2%

11.1%

66.7%
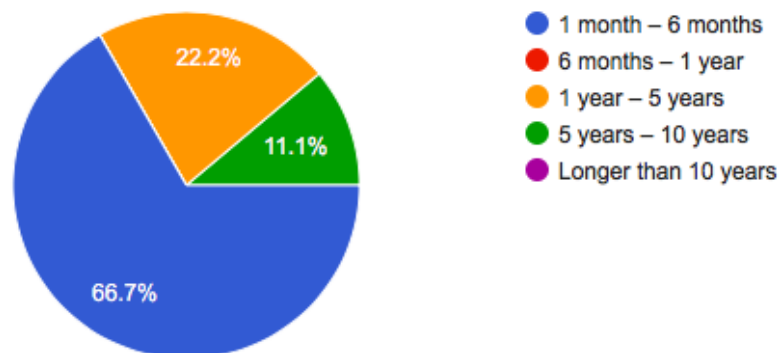
How long have you been working at Unilever?

9 responses

- 1 month – 6 months
- 6 months - 1 year
- 1 year – 5 years
- 5 years – 10 years
- Longer than 10 years

33.3%

11.1%

55.6%
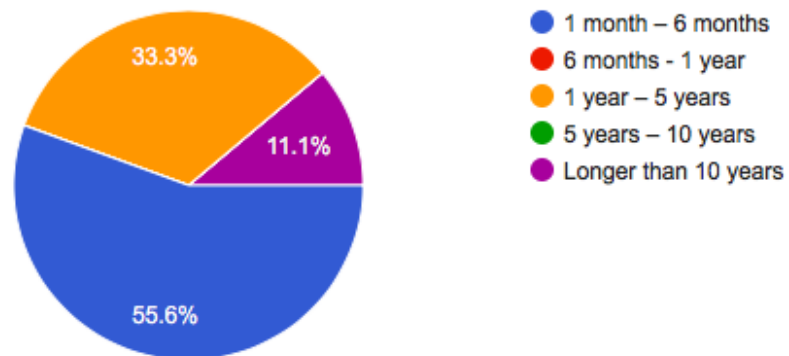
What is your highest achieved education?

9 responses

- Secondary Education
- Secondary Vocational Education (MBO)
- Higher Professional Education (HBO)
- University Bachelor (WO Bachelor)
- University Master (WO Master)

66.7%

11.1%

22.2%
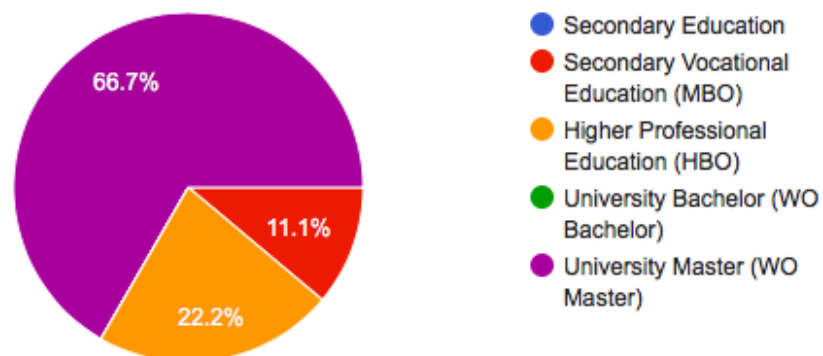
In what way were you first informed about HireVue?

9 responses

I knew the tool but I never used it before

Informed by manager

In my new position as TA

team meeting

Training video

The first time I was informed about HireVue was when I heard that Unilever is using for UFLP selection. Then afterwards it was introduced to other recruitment too.

Via The Global Mobility Recruitment Network

By my colleagues

Colleague

Since how long have you been using HireVue?

9 responses

- I have never used HireVue up till now
- Less than 1 month
- 1 month - 6 months
- 6 months - 1 year
- Longer than 1 year

44.4%
11.1%
11.1%
33.3%
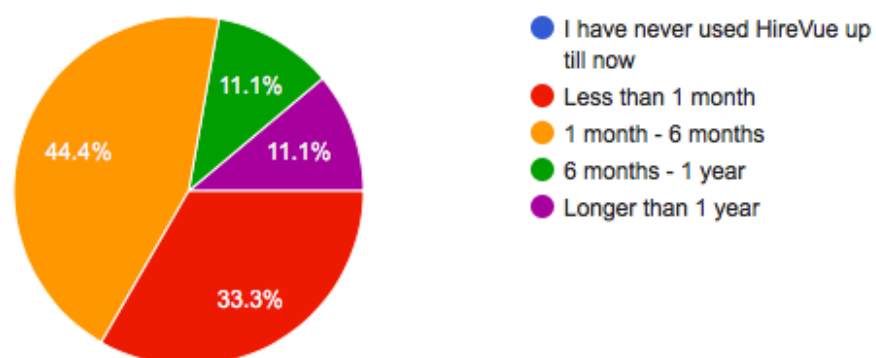
How many hours per week do you use HireVue in your work?

9 responses

- ● 0 hours per week
- ● Less than 1 hour per week
- ● 1 - 3 hours per week
- ● 3 - 6 hours per week
- ● More than 6 hours per week

For how many percent of your WL1 vacancies do you use HireVue Video Interviews?

9 responses

- ● 0 - 25% of my WL1 vacancies
- ● 25 - 50% of my WL1 vacancies
- ● 50 - 75% of my WL1 vacancies
- ● 75 - 100% of my WL1 vacancies
- ● I have never used HireVue…
- ● I do not have WL1 vacancies

For how many percent of your WL2 vacancies do you use HireVue Video Interviews?

9 responses

- ● 0 - 25% of my WL2 vacancies
- ● 25 - 50% of my WL2 vacancies
- ● 50 - 75% of my WL2 vacancies
- ● 75 - 100% of my WL2 vacancies
- ● I have never used HireVue…
- ● I do not have WL2 vacancies

33.3% 22.2% 11.1% 33.3%
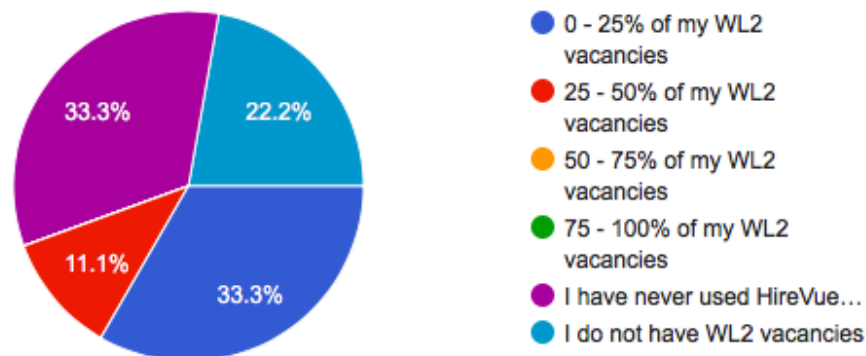
To what extend do you agree with the following statement: "I value HireVue"

9 responses
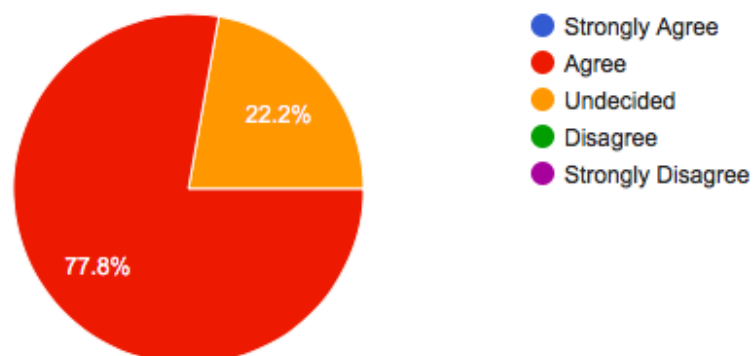
- ● Strongly Agree
- ● Agree
- ● Undecided
- ● Disagree
- ● Strongly Disagree

22.2% 77.8%

Regarding HireVue Video Interviews, which of the following elements do you value most? (tick maximum 3 boxes, additional elements can be added in 'other'):
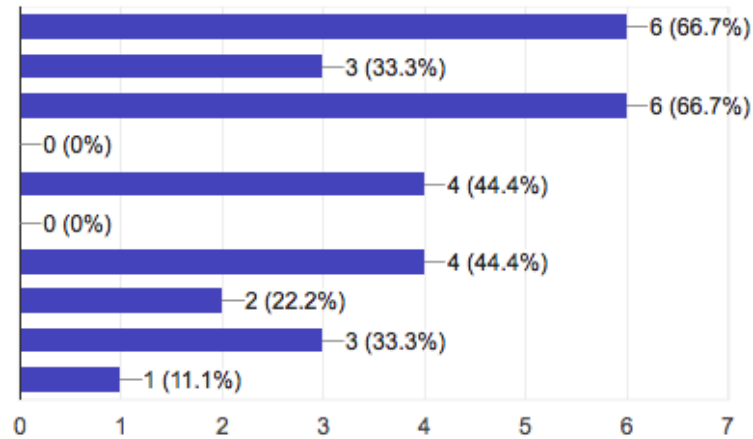
9 responses

Regarding HireVue Video Interviews, which of the following elements do you dislike the most? (tick maximum 3 boxes, additional elements can be added in 'other'):

9 responses

To what extend do you agree with the following statement: "I feel resistance towards using HireVue"

9 responses
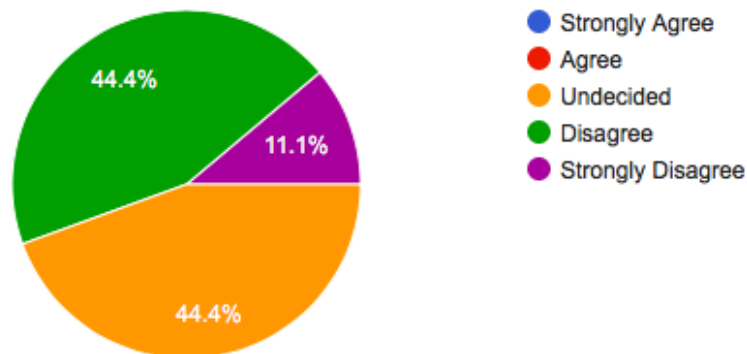
Legend:
- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

44.4% Disagree
44.4% Undecided
11.1% Strongly Disagree

Please Note: you should only fill in the following four questions if you chose 'strongly agree', 'agree' or 'undecided' in the previous question.

Which elements of HireVue do you dislike?

6 responses

The is no dialogue between recruiter and candidate and it is not always well accepted by the candidates

Time consuming

that there is no scheduling tool (working)

The automated communication e-mail (chosen by Unilever) is very general and doesn't allow tailor made solutions to offer good candidate experience.

The many operational actions you have to take before you get started.

Time consuming, need to learn and find out how to set up Hirevue. Most of the time I think let's do it myself, saves time.

In what way could we help to overcome your resistance towards HireVue?

5 responses

I don't think that there is any resistance from my side but I do believe that besides HireVue it it is important to maintain good contact with the candidates so that the process remains human and personal

n/a

More room for tailor made solutions since a generic process is important but not always reality.

Less operational actions

Not, I am already provided with deep dive training sessions which are really clear on how to use HV. The only downside is that these training sessions take a long time to watch. It would be better to develop a e-learning or so which shows you quickly how to set up a HV interview, how to schedule interviews, how to... etc. Then you quickly can jump to the part you need and the e-learning will show in a few steps how to go true it.

Could you describe which role HireVue plays in your work?

6 responses

It replaces the phone pre-screening

At this moment a really small part, I'm not using it that much

pre-selection after CV, before HM interview

Almost all external candidates conduct a HV Interview. Only for very specific roles I don't use it (content very big part or blue collar position).

Important part because we are moving more and more to the digital environment

Currently I am only using it for positions which I expect response in bulk. It is easy to knock out candidates in an early stadium and it saves time to interview the candidates yourself.

What are your beliefs and values about using digital instruments for recruiting talent?

6 responses

I believe it's the future and it's good that we start implementing a more digital recruitment process

Digital instruments can be very helpful and time saving if it works well

can be useful, can create candidate resentment

Technology brings the opportunity to free time for actual interaction between TA and candidate + HM. Initially new technology requires a time investment but should always have the potential of making tasks more efficient in the end.

I believe in new technology but the human part should also stay

Time saving, you can watch the video's in higher play speed, rewind, etc. You can interview more candidates in less time, shows that we are innovative, easy to share a candidate interview with other colleagues for their opinion or with the HM.

If you have any comments or remarks about the topics in or related to this survey, please write them in the space below.

9 responses

/

x

No

n/a

only use HV in 25% of positions since many positions are filled internally.

No other comments.

The feedback about Hire Vue Coordinate is also very valuable (probably sent by Jairi to Melis and Salma)

HireVue does have a tendency to get stuck and freeze. And low quality videos are very difficult to review, without candidates' fault

-

End of Questionnaire

Appendix 7. Sub Question 4B

Appendix 7.1 Operationalisation 4B

Table 14 shows the research set-up for sub question 4B "How do Hiring Managers currently value HireVue?" The table shows the factor, aspect, question number, answer type or options. The last column indicated the value, which is used for analysis of the results. X means 'is not valuated' since it is unnecessary for the evaluation of this research, M means 'Moderator'.

Factor	Aspect	Question number	Answer type / options	Value
General information, individual differences (moderators)	Gender	1	Male Female	x
	Age	2	20 – 29 years 30 – 39 years 40 – 49 years 50 – 59 years 60 years and older	M
	Primary role	3	(Hiring) Manager Talent Advisory	x
	Time in this role	4	1 month – 6 months 6 months – 1 year 1 year – 5 years 5 years – 10 years Longer than 10 years	M
	Time at Unilever	5	1 month – 6 months 6 months – 1 year 1 year – 5 years 5 years – 10 years Longer than 10 years	M
	Highest achieved education	6	Secondary Education Secondary Vocational Education (MBO) Higher Professional Education (HBO) University Bachelor (WO Bachelor) University Master (WO Master)	M
Favourable awareness response	How first informed	7	Short answer text	
	Beliefs and values about digital instruments for recruiting talent	13	Long answer text	
Current usage	Role of HV in work	8	Long answer text	
	How many % of vacancies used HireVue	9	0 – 25% of my vacancies 25 – 50% of my vacancies 50 – 75% of my vacancies 75 – 100% of my vacancies I have never used HireVue	2 3 4 5 1
Current adoption	Experience with HV until now	10	Very Good Good Undecided Poor Very Poor	5 4 3 2 1

	Most valued elements	11	Easy to use Useful in my role as a hiring manager Time efficient Modernised candidate experience My Talent Advisor advised me to use the tool Technical support Other managers use the tool Innovative tool Other…	
	Least valued elements	12	Not easy to use Not useful in my work Time-consuming Candidates do not want the tool My Talent Advisor did not advise me to use the tool No suitable technical support Other managers do not use the tool Unnecessary innovation Other…	
	"I possible, I would like to use HireVue for all the vacancies in my team"	14	Strongly Agree Agree Undecided Disagree Strongly Disagree	5 4 3 2 1
	"I value old selection methods more than new selection methods"	15	Strongly Agree Agree Undecided Disagree Strongly Disagree	1 2 3 4 5
	"HireVue contributes to a modernised candidate experience	16	Strongly Agree Agree Undecided Disagree Strongly Disagree	5 4 3 2 1
Other	Comments or remarks	17	Long answer text	

Table 14: Operationalisation research for sub question 4B

Questionnaire: HireVue

Thank you for your participation!

This questionnaire is made in commission by Talent Advisory Benelux. We would be pleased if you could fill out this questionnaire.

The questionnaire is about the usage and adoption of HireVue Video Interviews. HireVue Video Interviews is a recruitment tool used by your Talent Advisor. In the selection process of a suitable candidate for a vacancy in your team, your Talent Advisor has been using HireVue Video Interviews. You may have been in contact with HireVue is various ways, for example watching some of the videos. Through this questionnaire, I would like to gain insight in your overall opinion on the HireVue tool. By giving your honest answers to the following questions, I can further shape my research so that I can give practical recommendations - which will help you in future selection processes.

Please note: HireVue will never replace the face-to-face interview. Your Talent Advisor can choose to use HireVue as a method for pre-screening (in stead of for instance a telephone interview).

All the information and data provided will be handled in a confidential manner. This questionnaire will only take 10 minutes of your time at most and is highly appreciated and valuable for my research. The survey will be available from April 30th until May 4th, 2018.

Hopefully, you will contribute to my research. If you have any questions, please do not hesitate to contact me on Annemijn.Vos@unilever.com. Thank you in advance.

Kind regards,

Annemijn Vos

* Required

1. **Email address** *

   _____

2. **What is your gender?** *
   Mark only one oval.

   ( ) Male

   ( ) Female

3. **What is your age?** *
   Mark only one oval.

   ( ) 20 - 29 years

   ( ) 30 - 39 years

   ( ) 40 - 49 years

   ( ) 50 - 59 years

   ( ) 60 years and older

4. **What is your primary role?** *

   Mark only one oval.

   ◯ (Hiring) Manager

   ◯ Talent Advisor

5. **How long have you been working in this role?** *

   Mark only one oval.

   ◯ 1 month - 6 months

   ◯ 6 months - 1 year

   ◯ 1 year - 5 years

   ◯ 5 years - 10 years

   ◯ Longer than 10 years

6. **How long have you been working at Unilever?** *

   Mark only one oval.

   ◯ 1 month - 6 months

   ◯ 6 months - 1 year

   ◯ 1 year - 5 years

   ◯ 5 years - 10 years

   ◯ Longer than 10 years

7. **What is your highest achieved education?** *

   Mark only one oval.

   ◯ Secondary Education

   ◯ Secondary Vocational Education (MBO)

   ◯ Higher Professional Education (HBO)

   ◯ University Bachelor (WO Bachelor)

   ◯ University Master (WO Master)

   ◯ Other: _____

Please Note

Please read each of the following questions and statements and select an option that describes your opinion best. Try to give a decisive and honest answer, and only answer with the 'Undecided' option when neither of the positive or negative options suit you.

8. **In what way were you first informed about HireVue?** *

   _____

9. **Could you describe which role HireVue plays in your work? ***

_____

_____

_____

_____

_____

10. **Talent Advisory started using HireVue since December 1st 2018. Since then, for how many percent of your vacancies has HireVue Video Interviews been used? ***
    Mark only one oval.

    ( ) 0 - 25% of my vacancies

    ( ) 25 - 50% of my vacancies

    ( ) 50 - 75% of my vacancies

    ( ) 75 - 100% of my vacancies

    ( ) I have never used HireVue (please skip 3 questions and continue to "please note")

11. **How has your experience with HireVue been until now? ***
    Mark only one oval.

    ( ) Very Good

    ( ) Good

    ( ) Undecided

    ( ) Poor

    ( ) Very Poor

12. **Regarding HireVue Video Interviews, which of the following elements do you value most? (tick maximum 3 boxes, additional elements can be added in 'other'): ***
    Check all that apply.

    [ ] Easy to use

    [ ] Useful in my role as a hiring manager

    [ ] Time efficient

    [ ] Modernised candidate experience

    [ ] My Talent Advisor advised me to use the tool

    [ ] Technical support

    [ ] Other managers use the tool

    [ ] Innovative tool

    [ ] Other: _____

13. **Regarding HireVue Video Interviews, which of the following elements do you dislike the most? (tick maximum 3 boxes, additional elements can be added in 'other'):** *
Check all that apply.

☐ Not easy to use

☐ Not useful in my work

☐ Time-consuming

☐ Candidates do not want the tool

☐ My Talent Advisor did not advice me to use the tool

☐ No suitable technical support

☐ Other managers do not use the tool

☐ Unnecessary innovation

☐ Other: _____

Please Note

HireVue Video Interviews should increase selection productivity, enable better outcomes and create a great candidate experience.

Please read each of the following questions and statements and select an option that describes your opinion best. Try to give a decisive and honest answer, and only answer with the 'Undecided' option when neither of the positive or negative options suit you.

14. **What are your beliefs and values about using digital instruments for recruiting talent?** *

_____

_____

_____

_____

_____

15. **To what extend do you agree with the following statement: "If possible, I would like to use HireVue for all the vacancies in my team."** *
Mark only one oval.

○ Strongly Agree

○ Agree

○ Undecided

○ Disagree

○ Strongly Disagree

16. **To what extend do you agree with the following statement: "I value old selection methods (e.g. telephone screening) more than new selection methods (e.g. HireVue Video Interviews)." ***

Mark only one oval.

( ) Strongly Agree

( ) Agree

( ) Undecided

( ) Disagree

( ) Strongly Disagree

17. **To what extend do you agree with the following statement: "HireVue contributes to a modernised candidate experience." ***

Mark only one oval.

( ) Strongly Agree

( ) Agree

( ) Undecided

( ) Disagree

( ) Strongly Disagree

18. **If you have any comments or remarks about the topics in or related to this survey, please write them in the space below.**

_____

_____

_____

_____

_____

End of Questionnaire

Thank you for your time and input, it is highly appreciated!

In the coming weeks, I will possibly reach out to you again for a follow up.

What is your gender?

6 responses

- Male
- Female

33.3%

66.7%
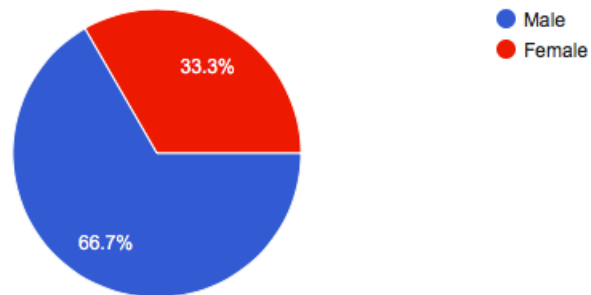
What is your age?

6 responses

- 20 - 29 years
- 30 - 39 years
- 40 - 49 years
- 50 - 59 years
- 60 years and older

16.7%

66.7%

16.7%
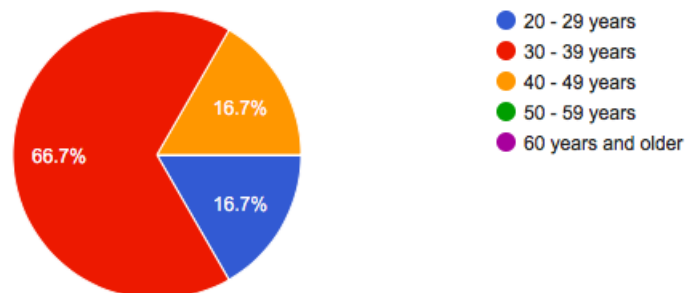
What is your primary role?

6 responses

- (Hiring) Manager
- Talent Advisor

100%

How long have you been working in this role?

6 responses

- 1 month - 6 months
- 6 months - 1 year
- 1 year - 5 years
- 5 years - 10 years
- Longer than 10 years

66.7%

33.3%
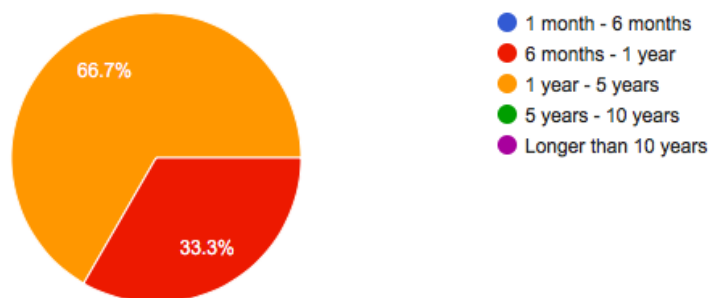
How long have you been working at Unilever?

6 responses

- 1 month - 6 months
- 6 months - 1 year
- 1 year - 5 years
- 5 years - 10 years
- Longer than 10 years

50%
16.7%
33.3%

What is your highest achieved education?

6 responses

- Secondary Education
- Secondary Vocational Education (MBO)
- Higher Professional Education (HBO)
- University Bachelor (WO Bachelor)
- University Master (WO Master)

66.7%
33.3%

In what way were you first informed about HireVue?

6 responses

By HR, to review one candidate's first interview

explanation from HR on latest interview practice

via HR

For selecting students for the Finance Business Course

Talent advisor

Through most recent vacancy within our team

Could you describe which role HireVue plays in your work?

6 responses

Only used it once

Limited - only reviewed interviews for finance business course

Gives a good first impression of our candidates

Only used it for selecting students for the Finance Business Course, it saved time to review all candidates

Digital interviews

Initial review of proposed candidates online.

Talent Advisory started using HireVue since December 1st 2018. Since then, for how many percent of your vacancies has HireVue Video Interviews been used?

6 responses

- 0 - 25% of my vacancies
- 25 - 50% of my vacancies
- 50 - 75% of my vacancies
- 75 - 100% of my vacancies
- I have never used HireVue (please skip 3 questions and continue to " please note")

50%

16.7%

33.3%
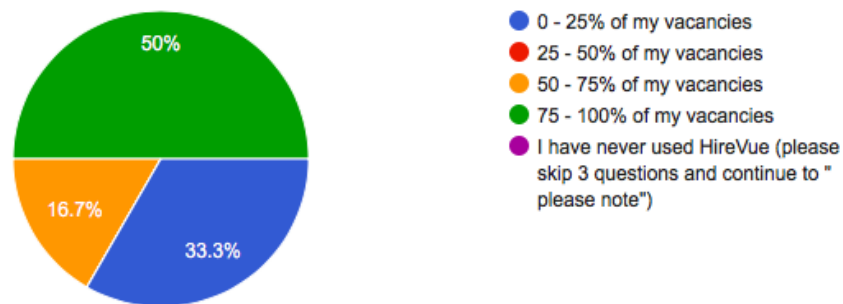
How has your experience with HireVue been until now?

6 responses
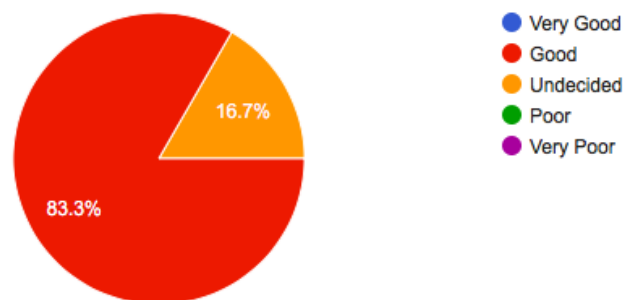
- Very Good
- Good
- Undecided
- Poor
- Very Poor

16.7%

83.3%

Regarding HireVue Video Interviews, which of the following elements do you value most? (tick maximum 3 boxes, additional elements can be added in 'other'):
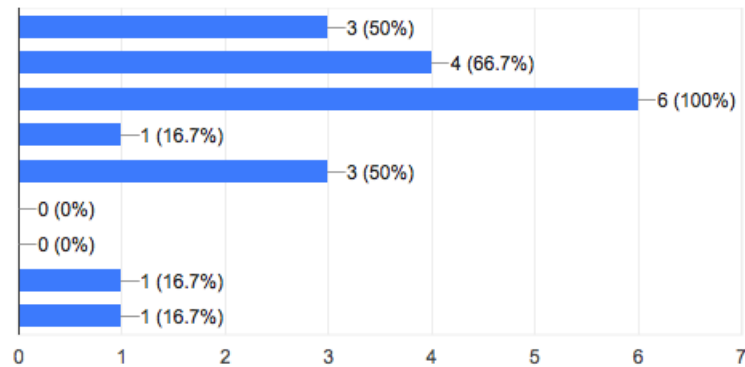
6 responses

Regarding HireVue Video Interviews, which of the following elements do you dislike the most? (tick maximum 3 boxes, additional elements can be added in 'other'):

6 responses

What are your beliefs and values about using digital instruments for recruiting talent?

6 responses

They should be time efficient and help screening candidates
efficient but lacking contact
For a first selection it can be good but F2F is always the best way
time efficient
Very useful
Essential in a global oriented company attracting candidates from different parts of the world

To what extend do you agree with the following statement: "If possible, I would like to use HireVue for all the vacancies in my team."

6 responses
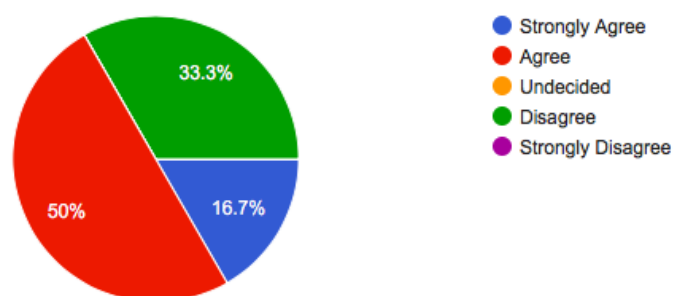
- ● Strongly Agree
- ● Agree
- ● Undecided
- ● Disagree
- ● Strongly Disagree

33.3%
50%
16.7%

To what extend do you agree with the following statement: "I value old selection methods (e.g. telephone screening) more than new selection methods (e.g. HireVue Video Interviews)."

6 responses
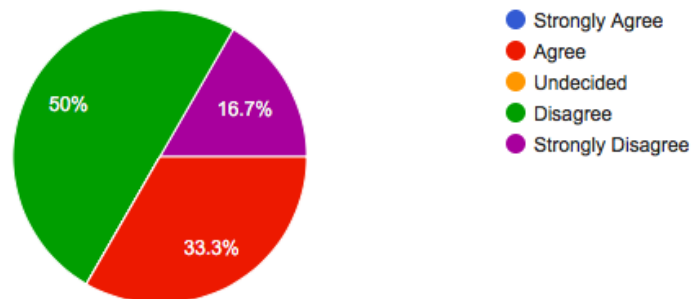
- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

50%
16.7%
33.3%

To what extend do you agree with the following statement: "HireVue contributes to a modernised candidate experience."

6 responses
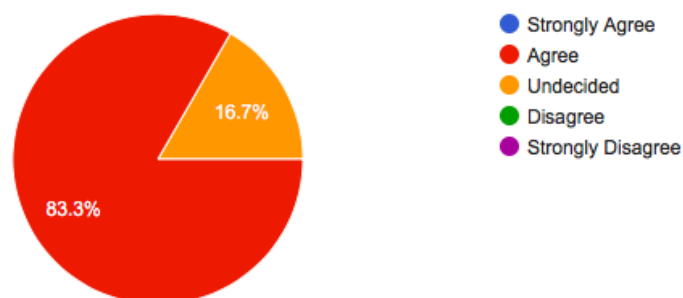
- Strongly Agree
- Agree
- Undecided
- Disagree
- Strongly Disagree

16.7%
83.3%

If you have any comments or remarks about the topics in or related to this survey, please write them in the space below.

2 responses

I feel like a video can not tell us what a real interview could have. Candidates can feel not at ease when being recorded and speaking to a computer

Better alternative than telephonic interview, however not able to probe further questions. Still face to face would be needed. For candidates that are not so good, it saves especially time, because you do not need to see the complete interview.

Appendix 8. Analysis sub question 4A and 4B

The answers of both questionnaires (sub question 4A and 4B) are analysed. This analysis is needed for shaping the research for sub question 5. Table 15 indicates the several answer types that are used in the questionnaires, the question numbers that correspond with these answer types and the type of analysis. The researcher used Microsoft Excel to analyse all the questionnaire answers.

Answer type	Question number questionnaire TA (4A)	Question number questionnaire HM (4B)	Type of Analysis
General	1 - 6	1 - 6	Connect the most relevant moderators with the mentioned moderators in Conceptual Model based on Extended Technology Acceptance Model (Tarhini, Elyas, Ali Akour and Al-Salti, 2016).
Scale	8 – 12, 15	9, 10, 14 - 16	<table><tr><td>Most favourable answer</td><td>'5'</td></tr><tr><td>Favourable answer</td><td>'4'</td></tr><tr><td>Neutral answer</td><td>'3'</td></tr><tr><td>Less favourable answer</td><td>'2'</td></tr><tr><td>Least favourable answer</td><td>'1'</td></tr><tr><td>Not applicable</td><td>'0'</td></tr></table> Sum of all answer *minus* sum of not applicable answer *is* total sum of given answers. Then, for each of the above categories (1-5), the percentages can be calculated.
Tick boxes	13, 14	11, 12	Sum of all elements is divided by the total amount of answer types. Every answer type that has been chosen more times than the average, will be taken into account for further research. Also, several answer options are never chosen – these options will not be included in further research.
Short / Long answer text	7, 16 - 20	7, 8, 13, 17	Read through the answers on a high level, create categories per question, add elements of each answer to the categories, re-organize and check the categories.

Table 15: Analysis of sub questions 4A and 4B

Appendix 9. Sub Question 5A

Appendix 9.1 Questionnaire sub question 5A

This appendix includes the questionnaire that is sent to both internal parties – i.e. Talent Advisors in the UK/Ireland and South Africa whose HireVue usage and adoption is higher than that of TA Benelux.

Best Practices – Interview Questions
Internal Best Practices
Could you please read all questions carefully and answer them to the extent that is possible? If a question is not applicable, you can skip the question. It would be wonderful if you can write down hands-on examples that helped your team or colleagues – this is a valuable contribution to my research. I understand that it is in short notice, but it would be great if you could send me the answers before coming Wednesday May 9th 23:00. If anything is unclear, please do not hesitate to email me.

A. Information and Training
   1. When should a Talent Advisor first hear about HireVue?
   2. How/by who should this communication be?
   3. How do Talent Advisors experience the 'Technology Deep dive' with all relevant software programme that should be learned?
   4. How are Talent Advisors trained on HireVue?
   5. Are the software benefits and general operations of HireVue communicated to Talent Advisors? If yes, how? Could this be improved?

B. Time Investment
   1. How much time does a Talent Advisor need to invest in HireVue training and experimenting before (s)he can efficiently use the tool?
   2. Could this time investment in understanding the tool be minimised? If yes, how?
   3. How can Talent Advisors use HireVue efficiently – so that it saves time?

C. Candidate Experience & Hiring Manager Acceptance
   1. Which actions can be taken in order to increase the candidate acceptance of HireVue?
   2. Which actions can be taken in order to increase the candidate experience with HireVue?
   3. How can Talent Advisors make sure Hiring Managers are positive towards using HireVue?

D. Experience for Talent Advisory
   1. While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – system wise (e.g. adapting pre-set messaging, adding STARR information)?
   2. While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – in ways of working (e.g. dialogue)?

E. Technological Aspects
   My previous research showed there are several technology problems with HireVue (e.g. videos freeze and lack quality).
   1. Do other Talent Advisors also experience technology problems in HireVue?
   2. Are these software problems with HireVue collected? If yes, how are they collected?
   3. How can we solve these problems, so that HireVue's software interface quality becomes better?

Thank you very much for your contribution! Your answers are a valuable contribution to my research.

Table 16: Questionnaire for internal parties

Appendix 9.2 Answers Questionnaire respondent 1

Below the answers of respondent 1, Ms. K. Murugan (Talent Advisor South Africa).

Internal Best Practices

A. Information and Training

When should a Talent Advisor first hear about HireVue?

It is a little difficult to say exactly when, however we recently had a new TA start in the team, we introduced her to HireVue in the second day that she started.

Via which channel should this communication be?

It is better for time to be set aside for the TA to be educated about HireVue, from a team member who understands and uses the tool to its full potential

How do Talent Advisors experience the 'Technology Deep-dive' with all relevant software programmes (e.g. Taleo, Salesforce, HireVue) that should be learned?

The technology deep dives are very informative, however it should be coupled with live examples, i.e. the TA should have access to HireVue so that they can practice while watching the deep dive.

How are Talent Advisors trained on HireVue?

Within our team we sit with the TA and explain HireVue as mentioned, then we encourage the TA to watch the deep dive session

B. Time Investment

How much time does a Talent Advisor need to invest in HireVue training and experimenting before (s)he can efficiently use the tool?

For basic use of HireVue I would say 1 week (i.e. set up of positions and evaluating), however for the best use out of HireVue a TA would need to constantly use the tool.

Could this time investment in understanding the tool be minimised? If yes, how?

No HireVue should be treated with constant use in order to use the tool to the best of your ability

C. Candidate Experience & Candidate Acceptance

Which actions can be taken in order to increase the candidate acceptance of HireVue?

Telephonic chat with the candidate before placing them on HireVue, this way they are aware of what to expect and are more open to the experience as they have confirmation that the HireVue is in fact a part of the application process with Unilever. In South Africa we have noticed we have a better hit rate if candidates are pre-screened telephonically before HireVue rather than receiving a link without explanation.

Which actions can be taken in order to increase the candidate experience with HireVue?

Similar to the above, however in this instance ensure that you explain to candidates the purpose of HireVue. We have often explained to candidates that their HireVue can be used for future opportunities as opposed to several interviews with business, we can just share their HireVue, minimizing the amount of time the candidate will spend in interviews.

How can Talent Advisors make sure Hiring Managers are positive towards using HireVue?

It is important to sell the benefit of HireVue, HM (Hiring Managers) want to know how the tool is going to make their life easier. Stress that HireVue can be a time saver so that managers have the ability to "view/watch" their shortlisted candidates, and then select the best for face to face interviews, in this way candidates that are selected for face to face interviews are then high potential and are most likely going to be the successful candidate. It also shortens interview time with candidates, because Hiring Managers have already seen their competency based responses.

D. Experience for Talent Advisory

While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – system wise (e.g. adapting pre-set messaging)?

Contact candidates before placing them on HireVue, a more personal approach

While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – in ways of working (e.g. dialogue, follow-up questions)?

Provide feedback to candidates after evaluating their HireVue.

E. Technological Aspects

My previous research showed there are several technology problems with HireVue (e.g. videos freeze and lack quality).

Do other Talent Advisors also experience technology problems in HireVue?

Yes, I have several candidates that were not able to submit their videos as the system froze. Currently I have one candidate who is in another country, who had completed all but the last question and the candidate had submitted however, her status is still in progress, she could not move pass the last question and therefore her HireVue has not been successfully submitted.

Are these software problems with HireVue collected? If yes, how are they collected?

They are not formally collected however they are visible on HireVue

How can we solve these problems, so that HireVue's software interface quality becomes better?

I'm not sure if the issue is a network error, I do have an inclination that HireVue quality depends on very good network connection and uses network throughout the entirety of the interview, maybe finding a way to record videos offline and submit through a secure network.

Thank you very much for your contribution! Your answers are a valuable contribution to my research.

Appendix 9.3 Answers Questionnaire respondent 2

Below the answers of respondent 1, Ms. R. Hollow (Talent and Resourcing Advisor, UK/Ireland)

Internal Best Practices

A. Information and Training

When should a Talent Advisor first hear about HireVue? |

This would be part of the initial training of how we recruit at Unilever. I would imagine they would hear about it within the first few days. And then we trained on it reasonably quickly, although this depends on what level of recruitment is being done as HireVue is only mandatory at WL1 (Work Level 1).

Via which channel should this communication be?

Generally this is done in our team by the Team Leads explaining the recruitment process when someone starts. The level of detail would be dependent on who trains them. But more information is given by the other Talent Advisors when you sit with them to be shown how to use the system.

How do Talent Advisors experience the 'Technology Deep-dive' with all relevant software programmes (e.g. Taleo, Salesforce, HireVue) that should be learned?

This is available to our team, but it is very rare that anyone would go in and watch the deep dives as part of their training as there is limited time to get up to speed – we usually show each other how to use the different systems.

How are Talent Advisors trained on HireVue?

Usually by shadowing another colleague and watching how they use the tool. When I was training with Accenture, new hires would assist with watching and scoring HireVue interviews whilst they were starting out, as a way of learning and familiarising ourselves with the whole recruitment process before taking our first roles.

Are the software benefits and general operations of HireVue communicated to Talent Advisors? If yes, how? In your opinion, could this be improved?

I think it is communicated, although training in our team is usually not very formalised from what I've seen. I was working with Accenture initially and there was a much more formal training plan compared to what the new hires at Unilever have experienced, but this is due to the high volume of recruitment over the last few months – there really hasn't been capacity for a formalised training plan.

B. Time Investment

How much time does a Talent Advisor need to invest in HireVue training and experimenting before (s)he can efficiently use the tool?

It's a very simple tool to use, I would expect someone to know how to use it after being shown it just once or twice. I do go through all the steps in detail when I train people, but in total I don't think it's more than 30 minutes.

Could this time investment in understanding the tool be minimised? If yes, how?

I don't really think this is an issue, it's a very simple tool and the templates for the questions are already loaded onto HireVue.

How can Talent Advisors use HireVue efficiently – so that it saves time?

I think creating roles on HireVue is very quick – it takes me less than 5 minutes to create a new position on there now. Watching the interviews back is very time consuming and as a team, we tend to look at a few key questions and if they look good, we would submit them. If we're not sure, we'd watch more. Either way the Hiring Manager will be watching the interviews anyway, so it's taking up that chunk of time from both our diaries and theirs, so we don't tend to watch every single question as it would be 30 minutes or more per candidate which isn't feasible. The interviews can be sped up though (to 1.25x, 1.5x, etc.) so you can listen a bit quicker which does help.

C. Candidate Experience & Candidate Acceptance

Which actions can be taken in order to increase the candidate acceptance of HireVue? I've been sending an email when I send the HireVue invites out, to let the candidates know that I think they look like a good match for the role and that I've sent them a digital interview invite which will come from <u>interviews@hirevue.com</u>, and that it might go to their junk mail. This has definitely increased the response rate and the speed with which candidates complete the interviews. They can also reply to me if there's an issue or they need more time.

Which actions can be taken in order to increase the candidate experience with HireVue?

I'm not sure there's much we can do on our side really. Sometimes there are technical glitches which impact the candidate e.g. not being able to get back into an interview they are half way through, or being unable to load HireVue, but this is usually solved by the HireVue team themselves.

How can Talent Advisors make sure Hiring Managers are positive towards using HireVue?

I think most managers are, some do push back and think it's a waste of time, but I usually explain that it saves them time in the long run as some people might look great on paper but actually do a very poor interview, or vice versa, they might look mediocre but be absolutely brilliant in their interview – I've seen both of these scenarios many times! I think it's important to reiterate the benefits during the initial briefing call, and point out that it allows them further insight into the candidates and the ability to ask some key questions before getting the candidates in.

D. Experience for Talent Advisory

While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – system wise (e.g. adapting pre-set messaging)?

We have been told to use the set templates for the intro and end videos, as well as the pre-set interview questions. I think sending a separate email to tell them about the digital interview does help as they know that a real person is actually looking

at their application. But looking just at HireVue, I guess if we could get the Hiring Managers to do an intro video that would be amazing, but I can't see that happening. We could have different videos for e.g. Personal Care, Supply Chain, etc. etc. as opposed to just one for everything.

While using HireVue, how can Talent Advisors maintain a human and personal recruitment process – in ways of working (e.g. dialogue, follow-up questions)?
As mentioned already, I do email the candidates myself when I send the invites which adds a personal touch and gives the candidates a point of contact and introduces them to me.

E. Technological Aspects
My previous research showed there are several technology problems with HireVue (e.g. videos freeze and lack quality).
Do other Talent Advisors also experience technology problems in HireVue?
Yes from what I understand, and I've had Hiring Managers have some issues as well. However since HireVue have redone their software (at least the video viewing bit from our side), the glitches on our end don't seem to be there anymore (at least so far!). I'm not aware of any candidate glitches over the last few weeks.
Are these software problems with HireVue collected? If yes, how are they collected?
 I'm not sure I understand the question – if you mean do we flag our issues to one person, then probably not, as the issues aren't massive with the on-demand interviews
How can we solve these problems, so that HireVue's software interface quality becomes better?
 I think they are doing a lot of development – the new look of the software seems to have fixed some of the glitches.

Thank you very much for your contribution! Your answers are a valuable contribution to my research.

Appendix 10. Sub Question 5B

Appendix 10.1 Interview sub question 5B

This appendix includes the interview topic-list that was leading in the interviews with Ms. J. Kikkert (HR Business Partner at Nationale Nederlanden) and Ms. N. de Jong-Koelman (Senior Corporate Recruiter Strategy at Vodefone Ziggo).

Best Practices – Interview Questions

External Best Practices

Thank you very much for participating in my research. Hereby I send you the questions I would like to ask during our Skype interview. You could read the questions in order to gain insight in the type of questions I will ask you. During my preliminary research at Unilever, five key aspects that could be improved were identified. The questions relate to these key aspects. I am especially interested in your ways of working, your strategy and the outcomes regarding these aspects. The interview will be in English, if that is all right for you.

Definitions

Software, tool, programme:	The element you implemented within the organization or team, for clarity only 'software' is used
(Main) Users:	The main team/people that use(s) the new software
Stakeholders:	People within or outside the organization that also need to use the new software, their usage is necessary for fully implementing the software

General questions
1. What did you implement in which organization?
2. Who were the main users?
3. Who were the stakeholders?
4. Was the software implementation part of a bigger change or re-organization programme? If yes, could you describe the re-organization?

A. Information and Training
1. How were users and stakeholders informed about the software implementation?
2. Were users informed about software benefits and general operations? If yes, how?
3. How were the main users trained in the software? Could you name any best practices in training on learning to use a new tool?

B. Time
1. How much time did a user need to invest in training and experimenting before (s)he could efficiently use the software?
2. Looking back, were there any actions that users could have taken to learn and use the software quicker? If yes, which actions?

C. Acceptance of Stakeholders
1. Was the behaviour/usage of stakeholders within the organization crucial for the success of the new software?
2. Did you undertake any actions in order to create a positive attitude among stakeholders towards the new software? If yes, which actions?
3. Did you undertake any actions in order to increase stakeholder acceptance/usage of the software? If yes, which actions?

D. Experience for Main Users
1. As a consequence of the implementation of the new programme, were there any worries and concerns* amongst the main users? If yes, which concerns? Which actions did you take?
   Worries and concerns can apply on various aspects, for example the change in ways of working or the software that is not optimally functioning.

E. Technological Aspects
1. Did users and stakeholders experience some sort of technological difficulties in the newly implemented software?
2. Were these software problems collected? If yes, how?
3. If the software problems were collected: How were they solved? Did it improve the programme's interface quality?

Thank you very much for your contribution! Looking forward to talking to you during our call.

Table 17: Interview topic-list for external parties

Appendix 10.2 Answers Interview respondent 1

Below the answers of respondent 1, Ms. J. Kikkert.

External Best Practices

General Questions

What did you implement in which organization?

Harver Talent Pitch at NN Group, Nationale Nederlanden is the Dutch Brand – the traineeship is global. So I work at the headquarters in the Hague, NN group traineeship – a lot of internationals, students can go abroad.

Who were the main users of this tool, so the main users are basically the people in the team or that actually have to use the software. Stakeholders are the students that are applying for that? Who are the main users?

The main user is the recruiter for the traineeship. The recruiter normally also has an assistant during all that. I think there aren't many main users, only the recruiter and the assistant and/or a trainee manager. So we have a trainee manager who is responsible for the development of the trainees. The ERC is also involved in the recruitment, but she is not mainly responsible.

This trainee manager also uses the Harver Talent Pitch?

Not that much, not in my year. I think this year she was using it.

Who are the main stakeholders, the ones that use it but do not have to implement it?

The candidates are the main stakeholders.

Do you have any insight whether all the people that were applying for the traineeship had to use this tool?

Yes, that was the first step in the selection process, so all the people who finished the whole Talent Pitch. These were the real applicants of the technology.

Was the software implementation, this Talent Pitch, part of a bigger change or reorganisation programme?

Not really, it started with my opinion that the recruitment procedure was very inefficient.

And this was only for the traineeship?

For the normal recruitment we use Wires and we are now changing into Workday. That is our global HR system.

So it was very inefficient and people replied via mail? And then..?

The recruitment for the traineeship was a very inefficient process, because people replied via mail with their resume and a letter. Then someone needs to respond the mail with: Thank you for the application, these are the next steps. Then the people who passed this step were invited for the IQ- test. Then we have to go Ti-company, which filled in their email address. Then the applicant gets an email with the test and then they are responded by the email with: Okay, you passed the test or not and this is the result. Then we reply via an email for an interview. We were ping- ponging via email with the candidates. The largest disadvantage is that all the data of the candidates were in email boxes. So next year we started again. You can learn a lot from all these previous applicants, so that was also the main reason that we should use something else. Otherwise we are doing the same thing every year, but not very effective.

A. Information and Training

The second part is about information and training

How are the users, the recruiter and the stakeholders (the candidates) informed about the software implementations?

The users started with a 1,5-2 hour training, so someone of Harver came into the office and showed the whole group the tool. For the stakeholders it should be a quite intuitive tool so we didnt explain very much on the website, only : You have to use the talent page and click here it's a pre-selection tool. There was an explanation with each step. The change was quite easy. The stakeholders: we didn't explain very much, we only stated on our website: 'We use Harver Talent Pitch' and we gave general information. This was a quite easy change

Can you tell me a little more about het main users? How many recruiters were there in the training?

There was only one assistant and one recruiter. That was mainly to make sure that when I get sick or something happened with me that there's someone else was able to use the tool. Mainly I was using it and the assistant.

What kind of training was this, as you said it was given by the Harver Company, was it like only showing the steps or were you also doing the steps on your laptop?

Not only. It was a user training so you see all the differences between what you can see as a an user and what the applicants sees. And we heard the story behind it, about the competencies. It was not very interactive but it was useful. In practice it was more sending the information that when we had questions we could ask them. I was also very involved with the setting up of the tool so I knew all the roles.

How are users informed about software benefits and general operations?

So that you get to know these?

During the training they saw the benefits and I also made a whole business case to convince my manager and my team. They knew the benefits before and there was also a support team of Harver who we could call or email 24/7. They could help with all the struggles and questions.

You could call or email them?

In the beginning the call was also a checked thing and the email address. The chat was more for the stakeholders, the applicants, that get stuck in the tool. Also the email was available and the I had a kind manager.

If you could name any best practices in regard to training of learning this tool?

Do it by yourself, go through the entire programme of Talent Page and see how it works.

B. Time Investment

The next part is about time.

How much time did you invest in the training or experimenting with the tool?

Since you knew already a lot prior about the tool it might have been better to see it from the perspective of the assistant?
I think two to four hours?
So you need to deep dive two to four hours into the tool and then implement a bit with it and then you could use it?
Do it by yourself, then you see how the whole process is going for an applicant and then there is a backlog or backsystem environment in there you need two to four hours. That also depends how you implement the tool in the company as there are a lot of options. You can make it as difficult as you want. I think our tool is quite easy. The main benefit of the whole tool is that it is quite simple and easy. To see and understand the theory behind all the questions and behind the personality test , then you would need more time.
But the actual usage has to be easy and straightforward?
Yeah
That is good to know!
You said at the beginning that the implementation of the tool was not part of a bigger change or reorganisation, but was you or your department going through changes at that moment?
Not a system change.
Other changes maybe?
Jordi was leaving, the trainee manager, the owner of the traineeship left. Jordi was the expert, he left and then I became the first expert. I had to implement the tool. I was not a real recruiter, sometimes I had questions and I thought: Ooo…
In the end it worked out?
Yes of course.
Looking back ,were there any actions that users could have taken to learn and use the tool quicker?
They participated in the training, they go through the talent page by themselves.
What else?
I dont think so, no.

C. Candidate Experience & Stakeholder Acceptance
The next part is about acceptance of stakeholders, because you said that stakeholders are mainly candidates. But then there was no reviewing whatsoever of the managers, is that correct?
No the stakeholders of the tool are the applicants, but I had many many many stakeholders during the implementation of the tool!
But could they use the tool also to make it 100% implemented or not? Of course they needed to agree, but did they have any influence on the success rate?
There was a big risk part in it, because there was a lot of personal information going through the tool. There were a lot of meetings about making sure that everything was safe. We've had a lot of meetings about 'risk'. So they had influence but not that much.
Let me tell you a bit more about HireVue. There are various stakeholders that need to collaborate with or accept the tool. If this does not happen, the HireVue usage of the main users (the recruiters) could diminish. So, the acceptance of for instance Hiring Managers is important. So, I'm who the main stakeholders for Harver were… Did only you and the candidates use Harver Talent Pitch?
Well we used Harver for the first selection step. So I decided if someone succeeding in the talent pitch. If I put someone to the next step in the process, a report of the candidate was made. This report was the basis for every next step in the process, next to his or her resume. Besides that, candidates also had an interview with the manager – these managers received the report and the resume. On the basis of this interview, it was decided if the candidate proceeded or not. So yes, the managers were stakeholders and they had influence. But they did not decide on the outcomes of the Harver talent pitch nor on the fact of implementing the tool or not. So only the recruiters actually decided if Harver was fully implemented.
Was it sometimes the case that some candidates would actually let you know that they rather would not do the Harver Talent Pitch?
No they were really enthusiastic. During the procedure they saw videos of real people in the company and they saw the company and they did a culture test. So this was also your first impression people, working procedure and the company. So it was a kind of in-house day online. It was like a game. They didn't have to fill in a letter, but they were asked some motivational questions but it didn't feel like writing a letter. They are not happy to write a letter, or they copy paste a lot.
So they actually liked it, it was just a good change for them.
It was also a different shaving tagger. We are one of the first companies that introduced this.
So it was pretty new and innovative in that sense.
Yes.

D. Experience for Main Users
This part is about the experience of the main user; you.
As a consequence of implementing the HarverTalent Pitch did you have any worries or concerns?
A lot of worries, the implementation mainly. I work for an insurance company and general they are quite risk averse. I was the only one who was really positive about this tool. I had to convince not just the manager but also the legal team. They were all using a different system. The biggest worry was the risk part; is it in line with our policies. I also had a short deadline; on the 1st of September I needed to hire 20-25 people and I started late because I was hired late and it was Christmas time. People were on holiday ,so I postponed my deadline a few times, so it was very critical to reach the deadline. If it was not implemented in three weeks I had to start again in the old way. So then all my time would be wasted. So we started quite late and it was new so I hoped that applicants were enjoying the thing. I was the only responsible person

for the recruitment. I had to 60 colleagues (managers and current trainees) who participated in the selection interviews. They needed to be happy and positive towards the Harver Talent Pitch report otherwise the interview could be difficult.

How did you manage the acceptance of the tool?

Explaining some of the advantages and invited them to do it by themselves and explain the whole report. So I created an example report and explained every part so it was quite clear, however, when I had time enough then I really would love to invite them for a training, but that was not possible timewise. Offline is nicer than online as I can show some video or short movie about the Talent Pitch.

But because of the deadline this was not possible?

No, not really.

Did you have any other worries or concerns regarding usage of the tool?

Maybe on a more technical part. An interface in needed between the website of NN Group and the NN Talent Pitch website as it is a separate website. The applicants need to have internet access for half an hour during one sitting to complete the session. Sometimes people got stuck in the internet acccess and they are frustrated. It was covered by the support of Harver. In general for the tool it was good.

E. Technological Aspects

The last part is also about the technological aspects.

Did users and stakeholders experience any technical difficulty with the tool? Apart from the interface and internet acccess?

The interface was not a big problem, but the we use a different company for the website and the tool so it was a political issue. It was not that difficult. But for the applicants there was a risk regarding the internet access.

Did you inform them about this?

Yes, this was given during the pitch, but you could also pause and play during the pitch.

You already mentioned that you could call and email the technical people of Harver. Were the software problems collected?

They are working agile within Harver so with sprints. When I have a question it is picked up immediatly. This was not the case with every question only with urgent questions. This differed per question.

You could just call them or email them?

Yes

If candidates had a problem they would chat or call or email?

They would call, chat or email Harver directly.

The managers only saw the report right, so did they face any software difficulties?

No, only when they didn't read my explanation.

Do you have other comments or ideas I can use for my research?

I'm thinking about the long term; how flexible is the tool when changes are needed and how can it be adapted. For Harver Talent Pitch, especially the implementation was difficult. Once Harver Talent Pitch was implemented, using it was very intuitive and stakeholders accepted the it.I think data becomes increasingly important, it is the future to respond to this. In implementing software, it is important to fully act upon the implementation. Either everyone needs to use the new tool, or no one should. Partially implementing a tool, and thus not giving everyone even opportunities, is not fair.

Below the answers of respondent 2, Ms. N. de Jong-Koelman.

External Best Practices

General Questions

What did you implement in which organization?

I think the two last implementations were a change of the recruitment process. Both were for trainees. We are also working on it for data scientists and AI-developers but that is not implemented yet. Those two are the most relevant examples for now. For example to what we did at Albert Heijn, the implementation of the Harver Talent Pitch, where we could explain more to our new hires what we were as a company and wat we expected from them as a trainee. And both that we could see more of them next to their resume, this could help us to make a better selection. And also more unbiased selection. The three games we used in the Talent Pitch were: Cultural: 'Thumbs up Thumbs down game', where we give them situations which they could encounter in the organisation. They get to choose from 3 options, they have to say which is the best and which is the least one and which one is in between. This is meant as a cultural check and gives the potential trainee insight in what we are doing but also in what kind of struggles you can have. It shows that it is not always easy in the corporate environment, not everyone has the same view and expectations. In this way we can also inform them about this. The second game we used was: 'Brain Games'. These are capacity tests. At last we had a 'Personality Questionnaire'. Which gives us some insights in competencies. For this we of course made some benchmarks based on the trainees we already have in-house.

You now told me about the changes in the recruitment process at Albert Heijn, the other one was at which company?

The other one was at Vodafone Ziggo. Here we started the first selection with the same tool because it is really good. But we use it in a different way now, there are some similarities but we added a few things: for instance three questions which we ask them online and which they respond to via their own camera making short clips. This gives us some idea of who is applying.

You say this give you a better idea on who is applying, who is us?

That is the recruitment team in this case. And for Vodafone Ziggo it is the discover recruitment team. There is one campus recruiter, there is 1 person helping us out from moongroo, but she is coming our way, so she is becoming our new campus recruiter from June 1st. Those girls they really did the selection practically and I'm more the project lead. Besides that we work closely together with talent management, the program manager of the discover trainees. She is not working in the tool but she worked and helped to make the tool.

You call them the discover trainees, is that the name of the traineeship?

Yes

Are there any other stakeholders who are key in achieving a good implementation?

It is more that we have to convince people that this is a good idea to speed up processes. And to give a better candidate experience to our candidates. Because we are this relatively new company as Vodafone Ziggo we could use the program to give applicants a good idea of what it is we exactly do. That was for us the biggest part, that we had to explain why and why it needed to be on board. It was also a big drive because we only had two recruiters for this big corporate. We needed an efficient process to help them out and safe time for the recruiters.

Was the implementation of Harver Talent Pitch part of a bigger change or re-organization programme?

No not yet, it was a small part of a bigger scheme. We do have a huge agenda for recruitment at the moment and employer branding. There is quite something to do at Vodafone Ziggo. But we also have to put it in chunks and we did what we already could do. This was one of the things we could deliver quite soon.

So first you said it was not really part of a bigger change but it actually is?

Well it think almost everything is changing. Because we are a new company lots of processes were not clear, so we almost touched everything. We made a new recruitment process. When is it starting and when is it for us recruitment relevant and when do we step in, what do we do then and what do we deliver. That is what we had to make very clear. We are also discussing the HR business partners, what is ours, what is yours. So we are really setting things up from scratch in this organization. There is a lot but there is also a lot of grey areas that we have to co-create.

This was it about the general information, I'd like to deep dive into the part where you convince the business about this process. How did you approach this?

We used information about our past. So we started with feedback of our trainees, our trainees that had applied and also trainees that are working with us. We asked feedback about the program that they worked through when they arrived but also on the process and what the liked and disliked. There was quite some they liked ,because they had a good and personal assessment day, but the two days took very long, this made the company lose quite some candidates because of long process. We made a SWOT analysis from there, where we made suggestions to speed up and help us out on that part. Especially the wish from our board to make the group more international and diverse. The part of being unbiased while you recruit and make the resume less important in the process, because there is some people who learn how to make a beautiful. And then some candidates have something very valuable but they don't know how to put it on their resume. That part was very convincing to our board. What also was helpful is saying you are going to do a pilot. So that is what we also used.

Where there besides the board other people who had to be convinced, for instance your team?

At Albert Heijn we use the report of Harver Talent Pitch for our first conversation with the talent. So then we used the report and they had to understand it and give feedback from it, they could also ask questions. For that the HR business partners had to be on board to understand what was in the report and how to read it. Almost half of the HR- population was helping out on the business interviews that we did at Albert Heijn. But for Ziggo not really because we used this tool to make it handy. What I see now in my advanced analytics department is that they ask me to help out with successful tools that makes the selection easier. Thereby we design together now, so we discuss it with tenders what we could do. E.g. are we going to use a

coding program? Do you want to see them? Do you also want to use questions online? So they are also involved in the designing now.

A. Information and Training

How were users and stakeholders informed about the software implementation?
What we did was a small road show. To first convince people and make them enthusiastic, we 'celebrated the change!' This was quite easy because we made a beautiful clip together with Harver. We also invited them to apply for our traineeship so they could experience what the candidate was experiencing. They were all very impressed.

Who did you invite for this?
The HR business partners. Later on we also invited the business, but most of them didn't take time for it.

So you invited the HRBP's to also see the process form candidate perspective?
Yes, if they did not do it because for example too busy. Then we explained them with a video clip what it was and what the candidate is doing during the process and also explain why it was easier and what the benefit would be. The good thing was that the quality of hires was that we were saving a lot of time, which was really beneficial.

Now you kind of answered my first question, so how were users informed about software benefits and general operations?
First explanation and training. We did that together.

How do you mean together?
It was in the same slideshow. So first the explanation. We told them: You are going to use this report and them told them how to use it. To make sure they dive into the interview with the right components.

So this was not a very extensive training?
2 ,maybe 3 hours max. Then they could work with it. They could use them for selections constantly. It was more about presenting the new thing. Explaining why we do things different.

Could you name any best practices in training on learning to use a new tool?
Also flashback helps, use your feedback of what was not working well before. Or for instance why are candidates leaving before you could offer them a contract. What is lost in the old process. So if you can also see where your weakness is in the process and what you are improving, that helps.

B. Time Investment

How much time did a user need to invest in training and experimenting before (s)he could efficiently use the software?
Me and that is also what I assume with my two recruiters, we learn on the go. We had some training and then we go. We called the helpdesk quite some times because we didn't understand everything. The recruiters at Albert Heijn and Vodafone Ziggo are the only ones working with it, the others are not directly working with it, they get a report, so they get a sort product of it. They use this report in the selection. At Vodafone Ziggo that is not even the case, because recruiters are looking at videos and the outcomes of the test and they decide whether somebody is doing a next step in the process. Which is an open questionnaire that is more a personality questionnaire which looks more at your potential. So nobody else is really using the software, only the reports.

Looking back, were there any actions that users could have taken to learn and use the software quicker? If yes, which actions?
This is between the vendor of the software and the party that is receiving from Harver software, so AH or Vodafone. An in depth training at the very beginning works better than just 1,5 hours and then doing it. A more extensive training would help to learn the software easier. Harver was a start/scale up so they did not always have the resources that we could expect of a company that was already settled. But in the end it works. If you do it good in the beginning this is better. Recruiters don't like software, they don't like systems at all but we need to use lots of them. In fact we use them more and more.

Do you have any insights in how this can be achieved?
I think that is a part of the time thing. It is always on top of everything that you have to do already. If you can make it different, so do it out of the office instead of in office hours. For example make it a sort of 'hei- dag', bring some fun with it, then it's different. Get them out of the practical shit that has to be done. This makes people more adaptive.

Did you do this?
No, because we did not have the budget and time! So this is more something for the ideal world.

C. Candidate Experience & Stakeholder Acceptance

Was the behaviour/usage of stakeholders within the organization crucial for the success of the new software?
Because of that road show and the explanation that we gave and also because we made it big. We told them we had a success to share with them. It helped us to make people proud. We had a great process, it was so much better than what we had. The improvement was huge! So we also had something to tell in this case. That helped us very much to get the support.

Where there any other communications?
More to the HR director to convince him to do it. We made quite some slide decks before he agreed. I'm thinking a limit for us was also that budget is always a thing, we could also do it quite budget neutral because the tests of Harver were less expensive, this helped us as well in this case. Also we had a business case on the numbers.

Where there some stakeholder not happy with the change?
No I think everyone was quite ok. All the arguments that we gave came from feedback from previous case. It was very clear that we had to change something. More the question of what will we do, not on will we do anything at all. So it was mainly lobbying! You convince people at the coffee machine. The coffee chats that you have in between helped.

So not a lot of negative attitude to be convinced?

Well I think what helped in this case: Albert Heijn was very short term and needed to happen quick. We had 5 months to convince and 3 months to build it. What helped was that Harver put a lot of effort in the convincing part. If we needed them I said they have to come and explain. Then they came again and were very good in selling their own product. They could also reply to questions that I couldn't because it was not exactly my thing. So they put a lot of effort in it.

How did you contact Harver?

We mostly called. They came to our office if we needed them. They came with their laptop and the same presentations and told us again. We also visited their office once. They were really good at sales. This was important in convincing the right persons.

D. Experience for Main Users

As a consequence of the implementation of the new programme, were there any worries and concerns amongst the main users?

Yes, we had some hiccups. We just launched a talent pitch 2.0 with improvements. But some things from the 1.0 were missing, so we couldn't do some things we were used to do. In that case it is really important to be able to call the account manager and tell about the problems. The system was down during the period that candidates to apply, 48 hours before the submitting deadlines we couldn't get in. People were under a lot of stress, but it was solved. It was never easy. Change is never easy.

E. Technological Aspects

Were there any other software problems?

No, only the videos sometimes. Some candidates couldn't get their videos in. The problem was a bug on their side. Because they uploaded the video on their server. There was something going on that wasn't working properly. But other than that, no.

Also maybe smaller problems like freezing videos or stuff like that?

The fun part is that candidates are not always doing what you ask them to do. So for instance at Albert Heijn we asked them to make a one minute pitch and then they upload 15 minutes of video. Then the candidates says the upload is not working, even Harver came in and identified that the size of the video is not right. Then candidates understood. Those things happened sometimes.

Were candidates informed about the program at the beginning of the process?

Some pop ups were not working properly. So we were learning on the job and we knew that what we were doing was something new. The talent pitch was in use for lots of organizations for example customer service or call centre jobs but not for educated high level master students and they are very critical. There we had more questions than ever. I already said to Harver that I wanted something ready. But during the process that can help my candidates, for all their problems and feedback the system gives them an outcome which they can take with them. For example best competencies, they always have questions about that. They weren't used to that because the people that are applying for the call centre jobs never asked questions.

Did Harver change something in the information provided based on these experiences?

We did more on explaining the candidates what they could expect. But also in the Harver side they did some improvements. So both sides were improved.

So software problems were collected via the account manager..

Yes contact with account manager, very intensively contact.

Could you tell more about the managing of the change in the team. How did that work out for you?

We used our HR director to invite people to the road show/training. That gave us some help in the case that people would not decline that easily. It was also helpful that people like to help with the selection process of the trainees. Most colleagues think it's fun to see the young force coming in. They wanted to have some buy in on this group. We also sometimes ask the HR director to put emphasis on our project.

Recruiters you worked with, were also very involved in the process?

They designed the tool with us, so they were part of this completely. They of course had some bugs and had troubles when it didn't work. Or when the excel report didn't came out as they expected. But because they were also owners of this project it helped. We build it together.

Do you have any questions or remarks on the interview. Any other comments?

We worked with a small team. They built something that they had to use their selves. That is something different that you try to do at Unilever. Where do you need all the members of the team? In my case that was different, that's handy to keep in mind.

Appendix 11. Sub Question 5C

Appendix 11.1 Interview sub question 5C

This appendix includes the interview topic-list that was leading in the interviews with the five Talent Advisors who are part of research group 'Talent Advisory (Specific).' The structure of the conversation is largely fixed The questions lead the conversation and there may be some deviation since the technique of listening, summarizing and asking follow-up questions is constantly used (Van Der Velde et al., 2015).

Topic-list Interview Questions

Talent Advisory

Thank you for accepting my invite and dedicating some time to my research. I analysed the first questionnaire and saw you do not yet fully use HireVue for regular roles. This is no problem at all! In this talk I would like to talk about how you could be helped. My goal is to find out which options you prefer. Please remember, there is no wrong or right answer. The interview will maximally be 30 minutes. All questions are focused on HireVue Digital Interviewing, not on HireVue Coordinate. I will anonymize your answers, so they will not be traceable to your name – only that they are answered given by a certain Talent Advisor. All your answers help me in shaping my research and recommendations. Which in turn, can help you in your daily work regarding HireVue. Do you mind if I record the interview?

1. Information & training
   1. Could you tell me how far you have come with the HireVue training?
   2. How would you like the idea if another Talent Advisor/colleague sits with you and shows you how to use the system?
   3. How far have you come with training?
2. Time investment
   1. Which parts of HireVue have you already tried? Could you say 'yes' or 'no' to the following elements:
      - Creating a requisition:
      - Selecting a welcome and thank you message
      - Choosing questions from the template
      - Creating extra questions
      - Inviting candidates
      - Sending a reminder
   2. Do you know about these tricks
      - Watching a few key questions and then submitting the video to HM
      - Speeding up videos, so you can listen quicker
   3. How eager would you be to use HV on a scale for 1-10 only for the vacancies that it is possible?

3. Candidate experience & acceptance
   1. In my research, I found out that many candidates see the HV invitation as spam if they are not informed/aware about the tool. So if you in the end would use HV again, how would you prefer to inform candidates that you invite them for a HireVue interview?
   2. If there's a template email, would you be willing to send this email to all candidates that you invited to a HireVue interview?
      - Or would you rather give candidates a quick call?
   3. Regarding hiring manager acceptance, would you be willing to send the hiring manager a template e-mail stating the benefits and procedures around HireVue?
      - Or would you rather mention them in a f2f or skype call, before using HireVue with a specific HM for the first time?

4. Experience for TA
   1. HireVue Digital interviewing replaces the telephone screening. Would you miss any aspects of this telephone screening? If yes, which?
   2. What is your opinion on using digital selection methods in the recruitment process?
   3. If we are fully implement HV, do you have any suggestions to make the process more human or personal?
   4. Are you willing to send them an email or call them before placing them on HireVue?
   5. Do you normally provide candidates with feedback? If yes, in which stadium?
   6. Do you have any other suggestions to make the process more human/personal?

5. Technological aspects
   1. Did you experience any technology issues with HireVue Digital Interviewing? If yes, which?
   2. If you would have technology issues with HireVue, where would you go?

Table 18: Interview questions for Talent Advisory (Specific)

Appendix 11.2 Answers Interview respondent 1

Below the answers of respondent 1.

A. Information & Training
Could you tell me how far have you come with training?
There are some deep dives available on insight, that's our intranet page. I've watched some videos about that, training videos.
Did you watch all the deep dives already or are you in the middle?
No I only watched the ones for HireVue digital interview. I didn't complete it because there was another colleague who told me that she would help me because there are so many slides. Because you have the PowerPoint and you have a video training and it was quite a lot like 60 or 50 pages, so she told me 'it's so easy, I will go through it with you and then you will get it'. So it's easier to learn, she told me it was it is really useful but it is not necessary to watch a video of one hour or 60 slides. So she helped me and showed me how to schedule an interview and how you can create an interview with the questionnaires.
You sat down with your colleague, how long did this take?
I think maybe it was thirty minutes. Yes, so just the part of how you could create the questionnaire, how do you calculate which questions you would like in the interview and how would you like them to be answered. For example, like a video or a written statement. So that was quite easy.

B. Time Investment
Which parts of HireVue did you already try?
So did you create a requisition already?
Yes, like I answered in the questionnaire, I did not use it by myself, I did it with a colleague. When she was showing me how to use it. So together we have created a requisition, step by step we went through everything.
Basically, you already saw all the steps when your colleague showed it to you but you have not tried it yourself afterwards, is that correct?
Yes, exactly.
That training of your colleague, also included inviting candidates?
Yes, that goes automatically. You can send an email.
Did your colleague also show you how to send a reminder?
I think so but I don't remember anymore.
Why you have not used HireVue after that for several positions.
That's a simple answer. Because I am working on vacancies, they are not posted externally. So internally, for the postings on OGP we do not use HireVue. None of my vacancies had to be posted external.
If you would not fill in the position now with an internal candidate and it would go external, on a scale of 1 to 10, how eager would you be to use HireVue for this position?
I think a 8, because it takes a lot of time but if it's a really hard position to fill in with hard criteria then I would use it myself.
And what do you mean by hard criteria?
If it's a really specialised role. If it were a general candidate, I would choose HireVue because it takes a lot of time to screen and to knock out some candidates. But if it's not a common role, really specialised, then I would do it the old way.
What is the old way?
Do the screening myself. So I post it and I check which applications are coming in, I will screen them individually. The new way is that many things are going automatically by algorithms, no wait algorithms is only with UFLP. But if you take the time to create an interview and send invites via HireVue you save a lot of time because you can interview a lot of candidates at the same time. But that is not necessary if it's a really specific role, then you can better do it manually. The old way, screening and selecting candidates. So you can really see the resume and their letters.
Are you aware of de following tricks in HireVue? One of them is speeding up video interviews.
Yes, I used that a lot for UFLP. I would use it again for a job posting that goes external.
Are you aware of the possibility that you can watch a few key questions and then submitting the video to a hire manager?
Yes, I am aware of that possibility but I would use that only at the end of the process. I first want to screen all the candidates and watch all the videos so I can compare. Because doing it in an early stage you don't know which candidates you still have. But I would definitely use that tool to submit the videos to HM.
What would be other benefits of sharing the videos to HM?
It is quicker, easier, you don't have to schedule a meeting. Normally, the first meeting is with the talent advisor and the second one is with the HM but most of the time its with more people. So you have to take care of multiple agenda's, you have to find a timeslot in three agendas and that is really difficult. So you can share and watch it whenever you want and it doesn't matter when or how. You do not need to schedule it in your agenda, its not necessary to be available at the same time.
So it is very flexible for talent advisors?
Yes, you do not need everybody to be available at the same time.

C. Candidate Experience & Hiring Manager Acceptance
How would you prefer to inform candidates that you invite them for a HireVue interview?

When I would be the candidate I would really like to be informed but if I would see an email with HireVue and I have never heard about it before I would not open it because I would see it as spam. I would like to inform the candidates by phone because it is personal and the digital interview is already very innovative but I still think you need the human side and pick up the phone the old way. I think that's bonding for a candidate and you are really informing and preparing the candidate about what they expect. You can tell them that we selected them for an interview, it will not be a common interview, you will receive an email and it will be a digital interview.

But would you have time to call them?
Sure. It only takes 5 minutes. I think if you take in mind that you already save a lot of times with the digital interviews. Keep in mind that binding with the candidate is really important. We are not robots, the human side is still really important.

Would you need more tools for this communication or would you just know what to tell?
No, we do not need a script for that. Keep in mind that you discuss a few important points. I think it is a good thing to create a script just to learn it when you haven't done it before. There are just some bullet points that you have to tell them.

What do you think about having an email before you invite them to a HireVue interview?
That is a possibility but I am a fan of a phone call because it gives a human touch to it. You could send an email but it should be from your personal account. Because you already have contact with them by email so they would read it and go through it, its not the same as a HireVue invite.

Regarding Hiring Manager acceptance, how would you prefer to inform your Hiring Manager about using HireVue in the selection procedure?
Face to face during their briefing, I always have a briefing when I get a vacancy of a Hiring Manager. I schedule a face to face meeting, we go through the profile. At the end I would inform them that we have to keep in mind that if we go external, after 2 weeks if we didn't find a candidate internal we post it external. After that we would use HireVue, then I tell and inform them what they can expect. This is only in the case when it is really urgent and there is no candidate internally. Some roles are new and don't have profiles existing already in the database.

D. Experience for Talent Advisors

HireVue Digital interviewing replaces the telephone screening. Would you miss any aspects of this telephone screening? If yes, which?
Yes, what I would miss is that you cannot ask extra questions. You just have a few questions which you created in HireVue. Sometimes you want to know more, but that's not possible. You can only press pause and play but that's it.

What is your opinion on using digital selection methods in the recruitment process?
It saves time; it's possible to share the HireVue video with a Hiring Manager and it saves time in my agenda because I can watch the videos when I want. Also, the timeslot where I would call candidates is now free is my agenda. Also, HireVue is very innovative… As Unilever, we want to show to our future employees that we are innovative!

Do you normally provide candidates with personalizes feedback?
This depends on the step in the selection process. I don't provide personal feedback in the first step. When candidates only send their resume and cover letter and I don't want to continue with them in the process, they are automatically rejected. But when a candidate had an interview, I call them to explain why they're not proceeding.

And when a candidate finalised the recording of a HireVue digital interview?
With HireVue, I think I would reject them via mail – which is not personalized. Since this can still be a bulk of candidates. But, if the candidate is further in the process, so he/she talked to me personally, then I would send a personalized email.

Do you have any other suggestions to make the process more human or personal?
I think it's a good idea to give candidates a call, by saying 'we would like to invite you for a HireVue interview'. But… When I think of this, I would invite around 30 candidates for a HireVue interview – so then I need to call 30 candidates! Which takes a lot of time… So maybe it's better to send an invitation email and then give candidates a call in a later phase. I would give them a call in the stage of inviting a candidate to an interview with the Hiring Manager. Or I would call the candidate to provide personal feedback after watching the HireVue video. For me , this common sense! I won't reject someone by email after he/she had a face to face interview.

E. Technological Aspects

Did you experience any technology issues with HireVue Digital Interviewing? If yes, which ones?
Yes, sometimes the screen goes black. Then I need to click on another candidate and then it goes back to the original screen. Also, sometimes when I watch a few videos and then the system freezes.

How would you report these technology problems?
I would go to IT.

What do you mean by IT, is this the IT helpdesk or IT chat?
First I would chat with IT, this if often quicker than waiting in the line downstairs at the IT helpdesk. If the problem happens a lot, I would report it via chatter. But normally I restart HireVue and then it works again.

Do you have any other comments or remarks?
No.

Appendix 11.3 Answers Interview respondent 2

Below the answers of respondent 2.

A. Information & Training
Could you please tell me how far have you come with the training with regards to HireVue?
That's a good question. I don't think I followed training for HireVue. I was there when it first came out. So, I think we started using it in 2017, and I was also Talent Advisor then. So I'm sure I must have gotten some kind of training then but not of late let's say.
So, in your role here as talent adviser you are not trained at all?
Exactly
How would you like the idea if another Talent Advisor/colleague sits with you and shows you how to use the system?
I feel fairly confident about using HireVue because I have used before, so I don't really think I need that.

B. Time Investment
Which parts of HireVue did you already try? I will say the parts and then you can say yes or no, is that okay?
Yes sure
Okay, so did you create a requisition?
Yes
Then I think you set up an interview as well?
Yes
Did you select a welcome and thank you message?
No, and this parts would have been very different from when I did it. We only had 1 standard set of questions including a welcome and a goodbye, which were used for the Unilever Intern Internship Programme (UIIP). I would have used that standard. But what I have done is I recorded questions, so I used to do it myself. But I know that it is new now, so you can use the template questions, I have not done that other than for the UIIP.
So then regarding choosing questions from a template, you did it before but not in this position is that correct?
Yes, and we only had one options so I think that makes a difference, now as I understand there are a lot of different options and when I did it we only had the UIIP.
So and then I think you did not create extra questions, is that correct?
Again I've done it, but not in the current setting.
And did you invite candidates?
Yes
And did you also sent them a reminder?
Yes
Okay, perfect thank you. So then of course you already experienced the tool but not in this position. How much time would you need to invest to use HireVue to its full potential in this position?
I would say in terms of training probably half an hour for the current situation
So of course you already experienced HireVue in your previous role, but you did not use it in your current role. So may I ask you why you did not use HireVue in this role?
I haven't taken the time to do it, that is really the truth.
No that is okay, no judgement here. So you haven't taken the time because?
Because it is very busy. When I started in the role it was straight away busy and it did not have the highest priority.
Do you think that you would have more time to use HireVue in the near future?
Yes, I do think so
And what would be your main priority then?
That is difficult to indicate but I would like to take the time to start using the tool because I think it can help me to be more efficient.
What would you achieve when you will start using the tool?
I could achieve more efficiency time wise.
HireVue replaces the telephone screening; do I understand correctly that you now still use telephone screening?
Yes I do
Then the next question would be about your current situation when it is still busy and the workflow is very high. So how eager would you be to use HireVue on a scale of 1-10?
I guess maybe a 6-7. And I think the biggest issue I am facing right now it that I have new rules that we didn't had before. That means that a lot of these standard questions are not that interesting for me and some of the most important questions that I ask in a telephone interview are about salary indication, possible start date, secondary benefits and those are just not the kind of things that I would want to ask in an additional interview.
But then where in this stadium would you check if a candidate suits to Unilever or what the motivation for this candidate is for the role. Would you also check this in the telephone interview?
Yes
So, how would that normally go time wise?
I usually spend half an hour in the telephone interview.
Is that according to you efficient or not efficient? What is your opinion about it?
It is efficient because I can give feedback on the spot.
The something more technical about HireVue; there are several tricks that you can use in HireVue to make it more

efficient. You can just say yes or no if you are aware of them. First, watching a few key questions and then submitting the video to Hiring Manager?
No, I haven't used that
And speeding up videos, so you can listen to them quicker?
No
But do you mean that you have not used them or did you not know about them?
What do you mean by speed up?
So in HireVue you can speed up an interview when for example a candidate talks a bit slow or you want to do it more time efficient, you can speed it up.
I didn't know this was possible

C. Candidate Experience & Hiring Manager Acceptance
In my research, I found out that many candidates see the HireVue invitation as spam if they are not informed/aware about the tool.
So if you in the end would use HireVue again, how would you prefer to inform candidates that you invite them for a HireVue interview?
I would still prefer to do that over the phone to be honest, because I think the tool is not yet well known among candidates. I do prefer to explain how it works over the phone
And would you like a template for this of would common sense make this up?
I could make it up and I have done this in my previous role
And it is also very handy if a Hiring Manager knows that you are using this tool. Because you could send the record of the interview to a Hiring Manager, before having the face-to-face interview, the Hiring Manager can get a sense of what the person is like. So what is your opinion about this, do you think it is useful to inform Hiring Managers about this?
I think it is definitely necessary, but I don't think that the tool for Hiring Managers is very interesting. I mean I think that if Hiring Managers are ending up also having to review it is a little bit more of a waste of time.
It is very handy if the Hiring Manager does know that you are using this in the selection process because then also he could tell this of course to the candidates in the face-to-face interview or already has some input about your opinion on the candidate. You if you are informing the Hiring Manager about this how would you prefer to do this?
Over the phone as well

D. Experience for Talent Advisors
HireVue Digital interviewing replaces the telephone screening. Would you miss any aspects of this telephone screening? If yes, which?
Yes, the need to ask for salary and the start date. Yes that would be the only things I would miss, a notice period I would say
What is your opinion on using digital selection methods in the recruitment process?
I think it can make the process more efficient, it can safe time if used correctly. And I do think that its part of the future
And it is part of the future because?
Because I think it will be used more and more and by other companies as well
And what do you mean exactly by the correct use of HireVue?
So if correctly used by that I mean you make sure you have the right amount of questions and the right questions as well. I think digital interviewing could be also a waste of time if you do not use it properly
So we already talked a bit about that you would both like to call the Hiring Manager and the candidates. If we are fully implement HireVue, do you have any suggestions to make the process more human or personal?
Maybe in the long run it would be better if we make an interactive video for example that could be the intro to digital interviewing. I would definitely suggest making that video with the team instead of only one person making it, to make it more personal.
And do you have any other suggestions to make the entire process more personal?
No, at the end of the day the point of digital interviewing is to remove the human parts. That is the interesting thing because at the end of the day we are talking about making it more human but the point of it is to make it less human.
And why is that do you think?
Because I think less human time is equal to more efficiency when it comes to costs, time, just all the interactions that are needed.
So, then one last question about this part. So this is about if candidates actually conduct to HV video. I would give some examples of what other Talent Advisors would include in this video. The first step is of course the CV selection and the questions would mainly be why do you want to work at Unilever and why are you interested in this role and what would you bring as a person to the team and what are main challenges in this position. So it is pretty personal but also about their current and precious experiences. So after that you as a Talent Advisors would review this and evaluate this and select some of them to introduce them to the Hiring Manager for further interviews and also some of them would be rejected. How would you reject those people?
How I would do it currently is by phone. But if we completely implement HireVue the way we want it than to make it more efficient we could do it by email. I think as long as there has not been human contact; it's okay to reject the candidate by email. I think it should include feedback but that can be standardized too. Ideal would be a template in HireVue where all I would have to fill in is candidate reject on basis of … and then for example: too junior or did not give specific examples. That could be put into an email to make the process more efficient but again less human. However, I would not do this if I have the candidate already on the phone for whatever reason.

E. Technological aspects

It is maybe hard to ask questions because you have not used HireVue in this role. But maybe you can answer how you would think about it now. So if you would have technology problems with the tool, for instances a video freezes or something else doesn't work when reviewing or setting up the interview, would you have any idea how to report these issues?
No, I really would not.

And did you experience any technology issues in your previous position when using HireVue?
No

Do you have any other comments or remarks?
No.

Appendix 11.4 Answers Interview respondent 3

Below the answers of respondent 3.

A. Information & Training

Could you tell me how far have you come with training in HireVue?
So what I did, I just followed the HireVue training that is available for all Talent Advisors. It was quite intuitive so the rest I have learned by using it.

Which training did you have?
The one that is available for all Talent Advisors; the technology deep dive on a global level.

What did you think of this training?
It was quite detailed which is good if you don't know the tool. It was useful to get an insight on how it was but in the end, when I started using the tool I found it quite intuitive. So the training was less necessary.

How would you like the idea if another Talent Advisor or colleague sits with you or via Skype and shows you how to use the system?
Well it would probably be more useful. In the end it's very intuitive to find your way on how you can do the steps. I would have found it more useful to ask questions to my colleague and getting immediate answers.

During the training you had a lot of questions?
Not really during the training, but more when I started using HireVue. At the moment of the training it was clear but at the moment when I started using it ,the basics were clear but the use of it created questions that needed answers.

How did you tackle this now, since there was no colleague around?
Most of the time I found the answers on my own by just looking. Some specific questions I needed the head of global so I contacted Salma. I sent her an email and we made a call.

B. Time Investment

How much time did you need to invest to use HireVue for regular roles? To learn the tool and to use it but also use it to its full potential?
Quite a lot. But for me it was a specific situation because I had to adapt to all the videos from the Netherlands. I needed to have all videos in Dutch and French. So I needed subtitles and I needed global to make the adaptation for the market. So that took me a long time because of that specific situation. But now for the rest once it was ready for all the open positions I started using HireVue. For Work Level 1 and Work Level 2 not yet. It took around 3 months to get everything ready because it had to be prepared for the local market first but from the moment it was ready it was quite quick.

For how many percent of Work Level 1 roles are you using HireVue?
I think about 30-40%, less than the half. Everything was ready less than one month ago. So I'm opening all new positions with HireVue but the positions, which were already, open I'm using the old process.

You told me that you are not using HireVue for Work Level 2, is that correct? Why?
Yes, because I wanted to see how HireVue worked for Work Level 1 positions before I decided to use it for Work Level 2 as well. And I have less Work Level 2 positions than Work Level1. So time investment wise it's okay to do them without HireVue because there are fewer positions. Also I'm less sure that HireVue is the best way. I am using HireVue for Work Level 1 and I am also using HireVue for the internship now so that I can really have a better insight. Then after I can decide if I want to use it for Work Level 2 as well.

When will you decide if you are going to use it for Work Level 2 as well? What are you planning?
I think by the end of December. I will check if it indeed uses less time, so if it less time consuming and if it allows me to get a detailed enough selection from the video.

Which parts of HireVue did you already try? Answer please with yes or no.
Creating a requisition?
Yes
Set up an interview?
Yes
Interview: Selecting a welcome and thank you message?
Yes
Interview: Choosing questions from the template?
Yes
Interview: Creating extra questions?
Yes
Inviting candidates?
Yes
Sending a reminder?
Not yet, because it was not needed until now. But I think with the internship it will become necessary.
Considering all positions (Work Level 1, Work Level 2, internships). How eager would you be to use HireVue on a scale 1-10?
For internships I would say 10 because I think it is really useful. I see no added value of doing the interview myself, so HireVue is good for this. For Work Level 1 I'm doing it now, so I'm trying to use it now for all Work Level 1 positions, but it the end it's still an 7 or an 8. I am convinced it can be useful, but I'm not sure if it's the best way for all work positions, for some positions it might not be enough. For Work Level 2, I would say it is a 5, I don't know it yet.
Why are you not sure that for Work Level 1 it is useful for all positions? Can you tell me why?

I want to use it for all Work Level 1 to see if I can get the right insight from the video. I think for positions that require more specific profiles, for example a Work Level 1 position that is quite complex, HireVue might not give enough information or not exactly the type of information you are looking for.

Are you aware of de following tricks in HireVue? Speeding up videos, so you can listen quicker?
Yes

Watching a few key questions and then submitting the video to Hiring Manager?
I am aware of it but I didn't use it yet.

3. Candidate Experience & Hiring Manager Acceptance

In my research, I found out that many candidates see the HireVue invitation as spam if they are not informed and aware about the tool. How would you prefer to inform candidates that you invite them for a HireVue interview?
I think it's better if you inform candidates upfront about it.

How would you like to do that?
Best is sending an email by the invitation with explanation and information about HireVue. It's more personal and they see it less as spam.

If there's a template email would you be willing to send this to all candidates that you invited to a HireVue interview or would you like to make the email by yourself?
I'd prefer to have a template, to send it to a candidate, this is easier and quicker.

Would you rather give candidates a quick call? First is CV selection, then telephone screening in the old way and then you call them for HireVue.
Then you lose the benefit in terms of time saving and you lose the benefits of HireVue if you still need to call the candidates.

You think it's still a big time investment?
Yes for me it is.

It's important that Hiring Managers are informed about the tool and kind of except it. They can be involved in the process if you send them emails or the videos. What's your opinion about informing these Hiring Managers and in what way do you think is the best ?
I think it's really necessary. The best question I'm always asking myself is am I introducing HireVue on a quite systematic way on the requisition and I'm also wondering how to communicate best with the Hiring Manager. What I try to do, is to involve the Hiring Manager from the beginning when opening the requisition. In the first meeting I ask Hiring Managers which questions they would like to add in the HireVue questions. This makes the interview more in line with the expectations of the Hiring Managers about what they want to know from the candidates.

You have more good suggestions? What's the ideal situation, what's your dream about informing the Hiring Managers about HireVue?
In general a massive communication is not very efficient. If you just inform everyone by sending an email or giving one presentation does not lead to the best impact in communication. Informing during the briefing or at the beginning of a requisition and then let see how it works concretely ,also explain, I think that's still the best way to do it.

Then they're involved in the entire process?
Yes indeed! The ideal situation would be to show them concrete benefits of the tool, so being able to tell them during that recruitment :'We saw this and this in the interview and during the interview we saw that and that and in the end when we met the candidate face to face ,we saw the same elements, so the tool was really efficient.'

So connecting, explaining and telling positive stories about HireVue and how it helps?
Yes, with concrete examples of how we used HireVue in the recruitment
By mail or by one presentation the communication won't be most impactful.

4. Experience for Talent Advisors

What is your opinion on using digital selection methods in the recruitment process?
I think it's good! It's a trend on the market today and it's really necessary because it is time saving for the recruiter and for the candidate. So it's good for both sides. It is the first step of the process of the selection screening. These steps make your process longer, someone have to do it, to plan the interviews. It's more flexible for the candidates; they work and they don't have to take a day off. It speeds up the process for both recruiters and candidates. It's in line in general of the trend of more digitalisation of the world.

Well that's a perfect pitch why we have to introduce HireVue!

Digitalisation is time saving and is going with the trend as well but it is true that the process became less human and less personal. Do you have any suggestions to make the process more human or personal or do you think that's not necessary?
I do think it's necessary. It's quite theoretical. I feel we have less moments in which we are in contact with the candidates. These moments are crucial, we need to make them *very* personal. So, not sending automatic emails but sending really personal emails. Then we can make real good branding for the company and they will be enthusiastic and talk about the values of Unilever. That's not possible with digital processes. And providing feedback also to make it really personal. I think it's always important to provide personalized feedback.

What's the value in that?
If the candidate, even he's not selected, he can learn something from the process and at least he got the impression that he is treated as a person and not just as a file or a number. It makes a better impression of the company. Which is good in terms of employer branding.

5. Technological Aspects

Did you experience any technology issues with HireVue Digital Interviewing? If yes, which ones?

Sometimes, I do notice some bugs. Like you're looking to a video and then you go to another answer and you still have the sound of the previous video. And if I change candidates then came the bug. Using google chrome works better than internet explorer.

How would you report these technology problems? Or if you would have technology issues with HireVue, where would you go?

I would ask the support the HireVue support team and ask them to solve it.

How?

By email.

Do you have other comments or remarks after this questions?

No!

Below the answers of respondent 4.

A. Information & training
Could you tell me how far have you come with training?
Well, I've looked at the videos of HireVue and with the explanation how it works. As far as I know I've done the training. I don't know if you want to know if the training was useful?
Yes, I would like to know what you think of the training?
I don't think HireVue is that difficult. The training was very clear for me. I did have some questions while using HireVue live, like if I clicked the right buttons or if I did everything right so that the candidate could see the videos. But I think the HireVue video gave me a very good overview of the basic process of the system.
So the training provided you the basic knowledge but you also think it is needed to detect it while using it?
Yes, so when using it live, it's not difficult, but there's a difference in buttons and things somebody else entered during the training. So it is pretty much doing it and hope that you get the right things clicked on. The basics in the training were fine, it gave a good overview of what the system is and what is does. But when using it in real life, you need to figure out which buttons to use, but now I know exactly what to do.
Because it is used globally, there's a whole list of training videos from different countries. It was searching for the right one for the Netherlands. So it would be great in the future to have a more simplified way of working when clicking on all the videos.
So if I can summarize: it was difficult to find the correct template videos out of the list of global videos, is that correct?
Yes, there are so many
So then the next question. How would you like the idea if another Talent Advisor/colleague sits with you and shows you how to use the system?
Well that is what basically happened. I asked anna for help, because I didn't know which videos to choose and she helped me. I think that is something that already happens in our department.
And what is your opinion about having this as a standard procedure when onboarding a new colleague?
That would be great. It should be part of the standard onboarding, because we should use it more often. Especially when having a lot of external vacancies, this could really be helpful in the screening part. Watching all the videos can take a lot of time, but it gives more feeling with the candidates. Maybe if we have a standard program for new people they should definitely sit with a colleague to learn the tool.
Is there such a program now for new people in the team?
No, we are working on it but it is not there yet
Can I ask who is working on it?
My manager in this case I think. I know it has been discussed, but we don't have a new candidate at the moment. But for the next person who is going to be hired, we really should have a program ready. This candidate should get every part of the daily process, so they should get instructed. In the beginning we let them see the videos, but again it should be great when someone gets a coach.
What the benefit of this coach?
The new candidate will be faster up and running, then when finding it all out themselves. With our busy schedules it would be great is someone is up and running really fast.
So getting new colleagues up and running could be done quicker than previously done?
Yes, but that has not only to do with HireVue but it has to do with a lot of things

B. Time investment
How much time would you need to invest to use HireVue for regular roles? Maybe you can make a distinction between training and fully using the tool to its best potential
I haven't used the tool that much yet. But I think the training takes about 1 hour and then using it and finding out the right videos let's say that might have taken between 15 and 30 minutes to make sure that I got the right link and that everything was online. What I struggled with; in my opinion there was no clear guideline in sending it to a candidate. The first time I didn't know if it was sent to candidates or not, that was not so clear. But when I know use HireVue, it should be a lot faster.
In the beginning you told me that you are not fully using HireVue yet. Could you give me some insight in the percentage of the work level that you are using it?
I don't have that many external vacancies at the moment. That is the reason why I'm not using it fully, but I really want to because I do think it is a big part of the screening process. It is hard to come up with a percentage, but I think I've used it 2 or 3 times now.
Than to rephrase the question: how many external vacancies did you have, and for how many could you have used HireVue? Can you give an indication?
Let's say 35% of the external vacancies are used with HireVue interviews, and the rest I went without HireVue use.
And what's the reason for that?
That's a good question. I have no idea what the reason for that was. I still have some vacancies external, that I didn't decide if I would use HireVue. Out of this 65% it could still be that I will use HireVue. So the reason could be that sometimes I just don't think about using it. I also see that HireVue is kind of time consuming. It also depends on the amount of applicants; if I have only 3 applicants I will say okay I just interview them myself. But if I have 60 applicants I will select the best 10 and then use HireVue for the first interview. So in kind of depends also on that.
How do you mean that HireVue is time consuming?

Creating the videos and questions is time consuming. It takes about 30 minutes watching the videos, viewing them and also informing the Hiring Manager does take some time. When I had 6/7 HV interviews, I had one and a half hours to watch the videos. In this case, I did not share everything with the Hiring Manager and I just gave my opinion to the Hiring Manager. In this way I made a top 3. So it is actually two ways: one you can say it is time consuming but on the other hand you still learn so much more about the candidates compared when just talking on the phone with someone. So it is a very helpful source, and it is just something you have to plan and take the time for.

So up to now, you did not have the time or urgency to plan this?
Yes, I'm very busy and then if you need 2 hours just watching videos, that's a big timeslot in my agenda. In the end it's a good result but it's just time consuming to plan and do.

Which parts of HireVue did you already try? But maybe it is better to rephrase it to: which parts of HireVue do you feel comfortable with? You can just say yes or no about these

First: creating a requisition?
Yes, comfortable

Set up an interview?
Yes

Selecting a welcome and thank you message?
For now yes, but in the beginning it was difficult

Choosing questions from the template?
Yes

Creating extra questions?
I am still struggling with adding questions. There is a standard template, but if I need another question added without a video I am struggling.

Inviting candidates?
Yes, I was struggling but now it's I know that it is sent automatically

Sending a reminder?
I did not try this yet

Right now, how eager would you be to use HireVue on a scale 1-10 only for the vacancies that it is possible?
Let me think, this really depends on the vacancy. If it is a regular vacancies I would say an 8., but if it is a really specific vacancy, so if I need to create a template, than I don't think I am going to use it that soon, so I would say maybe a 3 or 4.

What is a specific vacancy for you?
We had some specific vacancies in the past. Human Resource vacancies where really regular, but now I have really specific vacancies for artwork production specialist job. I don't think I can use the standard HireVue template is not suitable. I would need to create a new list of questions.

Then another question: are you aware of de following tricks in HireVue: Watching a few key questions and then submitting the video to Hiring Manager
No

Speeding up videos, so you can listen quicker
No

C. Candidate Experience & Hiring Manager Acceptance

In my research, I found out that many candidates see the HireVue invitation as spam if they are not informed/aware about the tool. It would be maybe good to add some more background information. What is your opinion about informing them?
I think that is very important, but we really need to look at how to do this; via email, via us or maybe via a system thing that it would not end up in their spam box.

What is your opinion about these options (template, call, email), what do you prefer?
It would be great if it going via the safety systems, so no manual actions for us. We should make 1 email that does not go to their spam box.

Regarding Hiring Manager acceptance, how would you prefer to inform your Hiring Manager about using HireVue in the selection procedure?
We are the ones that need to inform the Hiring Managers. This can be done in several ways like sending only the ones that you have selected or sending all and sending whole videos or sending parts of videos. It also depends on the Hiring Manager because some just want only the 3 best and others do not want a selection of yours. But it would be great if we could sent them something that says okay this is the way we work and this is something that could help you in selecting the right candidate for your position

What's the best way to inform Hiring Managers? So what is the best way to communicate with them?
A lot of departments do not know that we are using HireVue. We as Talent Advisors can discuss this during talent meeting with the Hiring Manager, we can say okay if we have external candidates we can use HireVue.

What is a talent meeting?
That is the first meeting with Hiring Manager and Talent Advisor, most of the time face to face or via Skype

D. Experience for Talent Advisors

HireVue Digital interviewing replaces the telephone screening. Would you miss any aspects of this telephone screening? If yes, which ones?
Well, I think I would miss more general things like: notice period, salary wishes. This is general information that we usually ask in a telephone interview, so that we do not have any surprises in the end of the recruitment process. If those could be standard that would be great although I'm not sure so that we at least get the answer to those standard things.

What is your opinion on using digital selection methods in the recruitment process?
I think it saves us Talent Advisors and the candidates a lot of time for travel (candidates) and making time in a schedule. They can do it in their own time and we can watch in our own time, that is really a benefit. I think you get a good view of someone's verbal and non-verbal communication. However, you can't deep dive into someone's answer and you cannot ask extra questions. You cannot reply to them.

What's the downside of this?
Well, that you still do not fully get insight in qualities of the candidates. If they don't fully answer the question with all the information and we as TA have questions we still have to do a telephone interview.

Do you have anything to add to this matter?
No, those are the most important things as I experienced it.

So one of the downsides was that you cannot add additional questions. Do you have any suggestions to solve this problem?
Ask the candidates via phone/email, but this is an extra thing to do. It would be great if in HireVue you can…. I don't know how interactive it can be. Maybe if you have very urgent questions, you can put it in comments. So in HireVue it is more a communication thing. But I know myself it is easier to call someone and ask these questions yourself. It can only be a delay if you do this via HireVue because then have to wait for response.

This could also be time consuming right?
Yes but I think it is more time consuming if you do this via a system. With urgent questions, the phone is the easiest and fastest way. If someone replies via email or send new questions, you could still not get insight in the answer you're looking for. Personal contact with the candidates is very important for me because they feel that Talent Advisors is showing interest. I really think HireVue is an addition to the seeing process, personal contact is important, especially in employer branding. If I would apply at Unilever, if a recruiter contacts me directly that shows that he/she is interested in me.

What's your opinion on reminding the candidates before HireVue interview about STARR?
It's good, it is kind of a reminder for candidates. However, they should think of it themselves. In a personal interview you would not say 'I want answers based on the STARR method', but a reminder 'I already thought it was noticed in HireVue'. In the end, I think it would be a good idea to make a pop-up message saying 'please answer questions via this method (STARR) so we get a full view'. Just a friendly reminder. And if they do not do that, that is also something you can select on.

Are you willing to send them an email or call them before placing them on HireVue?
I would be willing to call them. However, I sent some candidates and they did not receive it in their spam. But I think if you send a message it will maybe also end up in the spam box.

So emails via HireVue could go into spam, but if you sent a reminder via your own email it does not go into spam, I'm 90% sure.
If that's the case, then of course we can send an email.

Do you have any other suggestions to make the process more human/personal; from the recruitment perspective?
It depends on which videos you select. Maybe an introduction video, not from a Vice President, but someone on the same work level. Maybe just a Talent Advisor saying 'Hi, I'm the Talent Advisor and I'm selecting you for this role'. Its digital, so I think the human part is kind of gone!
Normally, you could also do an interview via Skype and record that. That you can deep dive into the questions this is more efficient than using HireVue, but then there's no introduction. Via Skype or in person it would be more human, but you can send HireVue to Hiring Manager and that cannot be done with a Skype interview. So, I have no idea to make HireVue more human excepted by making it more personal and interactive.

With personal and interactive you mean, asking questions on which they could chat back?
Yes, or maybe even real contact like skype or maybe make a follow up appointment if you want to deep dive into questions. Maybe do a live chat or a live video chat and also record this. If I send the interview to the Hiring Manager, and he/she has more questions we can do this via this way. Personal contact should still be part of the recruitment process, even with HireVue.

E. Technological aspects
Did you experience any technology issues with HireVue Digital Interviewing? If yes, which?
As far as I used it now, it worked fine for me.

Any difficulty with the system itself?
I had some interviews that were very hard to understand. The sound was not very good and then you really need to concentrate very carefully on the answers. So, sound is pretty important. The screen was good, without freezing. But the sound was very critical.

How would you report these technology problems? Or If you would have technology issues with HireVue, where would you go?
I have no idea. I would ask my colleagues. Otherwise id ask IT

Any other comments?
I'm really interested in the outcome and how others experience it. I'm wondering how HireVue comes out of your thesis. So, if you have the report ready, I'd like to read it.

Appendix 11.6 Answers Interview respondent 5

Below the answers of respondent 5.

A. Information & Training

Could you tell me how far you have come with the HireVue training?

I did the training to the HireVue deck which was mainly focused on HireVue coordinate. And I did also an training on how to install vacancies positions and how to add questions. Third I did a HireVue training on specifically UFLP, on how to install the UFLP vacancies and again how to install the questions and how to review them.

What kind of training for UFLP was that specifically?

It was specifically for UFLP on how to link HireVue with the Taleo.

Was it like a personal training?

No, it was a recording of a Skype training, Skype meeting.

Regarding the deep dives on intranet, there's a help with HireVue information?

Do you know there is a help for this?

No, do you mean on HireVue itself or…on the knowledge transfer…?

Technology deep dives…?

O yes, I did do that one. It was a recording as I mentioned above; on how you add positions, how you install them, how you add evaluators and how you add questions. That's what I did in the beginning of my job here.

Did you get the chance to watch all those deep dives?

Yes but there's only one of HireVue, I think.

Now the training is provided online ; what is your opinion if the training would be with another Talent Advisor, so more experienced people in the team who shows you how to use the system?

I think it would be useful, but only on the job Not like a training you have to follow and you don't use it yet. It is really essential to use it when you actually have the jobs to work on it. The introduction itself is quite clear, the recording is quite clear, it's not that difficult. But going through the steps with a colleague is nice. And I think it's good to discuss with all our Talent Advisors, that could be a training with all of us, on how we want to review the questions.

Why do you think that's necessary?

Maybe we don't evaluate at the same way when we look to the HireVue video's , but at least it's good to have the same guidelines; where are focus on, how we work as observers and how do we evaluate.

The team is now more set. What will be a correct time to do this training with the team?

Now! Already done. For example, with the UFLP we did a session with the people who are going to review the HireVue video's and it was good to align with each other how we are going to do this . Just to have some tools on how to work. There are very clear guidelines. It would be good to go through these with all colleagues and to have good scoring documents; how do we use it, how do we observe video's and how do we want to evaluate them.

Do you think colleagues are open for this?

For sure!

2. Time investment

Is there a difference, in your opinion, in time investment in using the HireVue tool for UFLP and for regular roles?

It's a bit different. With UFLP we have a kind of standard questions and there is already a screening done by HireVue with algorithm. You have already a score; low, medium or high and then you can choose where do I start; watching all the video's or not. For regular vacancies you have more options in the questions, it's not set, and you can also add questions specifically to the position. I'm not sure if we have scoring documents for those questions. So you have to have a clear view for yourself what you want to hear in answering the questions. There are scoring guides for the regular roles, but not for the questions you add. But I think it's just a small difference, the principal is the same.

How much time would you need to invest in order to use HireVue in regular roles, you would say….?

I haven't done that, but I would say : to install HireVue is very quickly of course but watching the video's is time investment. The trick with HireVue is that you invite more candidates for interviews than you will regularly do with face to face or telephone interviews. You need to book some time to watch the video's and evaluate them.

Why do you think Talent Advisors would prefer to invite more people with HireVue than with a telephone interview?

It is more easy, I want to hear the story so you need to schedule your own time in advance. With face to face interviews you interview first the people you think they are the best and now you can include all of them. We can learn from this!

What do you mean?

We have to make sure we don't just add people to HireVue, because it will cost us more time. Maybe we can do the same strict selection for adding candidates for HireVue as we do for face to face interviews.

Which parts of HireVue did you already try?

Creating a requisition?

Yes.

Setting up an interview?

Yes, already for UFLP, but it's the same system as for regular roles.

Selecting a welcome and thank you message?

Yes, a welcome video.

Choosing questions from the template?

Yes, it's all the same.

Creating extra questions?

No.

Inviting candidates?
No.
Sending a reminder if the deadline expire?
I just installed the reminder in HireVue, that's an easier option.
May I ask why you did not use HireVue already for regular roles?
Quite simple because I didn't have external vacancies. Not so much.
So you had some?
I had some external roles in which the line managers wanted to have the first contact and I had some roles that I picked up in a certain stage. And before I had some external roles but we didn't use HV yet, because it was in the beginning of my job. I did the phone calls then.
How eager would you be to use HV in your regular roles on a scale of 1-10?
It would be 8 or 9. With UFLP I really saw the added value. It's a really good way to equally evaluate candidates. In telephone of face to face interviews you will follow the conversation; you have questions and you have follow up questions . So every interview is always different and with HireVue you have the same sort of questions, every candidate needs to respond to the same questions and that's the most unbiased you can get at least. That's really good. I do must say, I would always like to combine HireVue with personal contact.
Because?
I think it's absolutely necessary in recruitment to have a personal touch.
How do you see this idea happening?
Personal touch can also be the line managers interview. But it can also be you giving a short call: 'We've reviewed your video and we would you to invite you for a second interview' or we send an email that we are in process.
Would you like a template?
Different from time to time!! A template is not really needed. And is also for the candidates an opportunity to ask some questions. But you have to watch out you are not going to do an extra interview.
You told me about adding a personal touch. How would you add this personal touch?
In the phone or through email.
Do you think there will be enough time to do this?
Yes! We should not cut into contact with candidates, then the process is wrong.
Are you aware of de following tricks in HireVue:
Watching a few key questions and then submitting the video to Hiring Manager?
Yes.
Speeding up videos, so you can listen quicker.
Yes.

C. Candidate Experience & Hiring Managers Acceptance
In my research, I found out that many candidates see the HireVue invitation as spam if they are not informed/aware about the tool. How would you prefer to inform candidates that you invite them for a HireVue interview?
I think it would be best to do it by email otherwise you can lose the time efficiency if you give them a call, than you can lose that benefit. The invite from HireVue should be a good email with a clear subject and it should be arranged that it does not end up in the spam folder. Than candidates would know: That's my interview invite and I need to do something. An invite email is good, so they know what they can expect. It can be an automatic email you trigger from the Taleo.
You prefer to have a template or make it up yourself?
A template would be very handy, that saves time.
What is your opinion on calling them?
Then you can lose the time efficiency benefit you won with HireVue. If you call them, you will discuss more. We can call them after the interview with information about the period and salary.
Regarding Hiring Manager acceptance, how would you prefer to inform your Hiring Manager about using HireVue in the selection procedure?
I think this should be done in the intake. Especially when you already know you go external with vacancies. You inform them about HireVue, already inform them to watch the videos and send them a kind reminder with a invite them to watch the HireVue videos when they are there.
For this invite you like to use a template or make it up yourself.?
Template is not necessary, it's more following on the conversation you already had.
But on the other hand, if you didn't have the chance to discuss it in the intake, for example internal first and then external after a while, you have to explain the line manager in a later stage, than you have to inform the Hiring Manager about HireVue with a template, especially when it's the first time.
Information about the usage or general information in a spread sheet?
Yes, general information and about the usage. With a general introduction as well.

D. Experience for Talent Advisors
HireVue Digital interviewing replaces the telephone screening. Would you miss any aspects of this telephone screening? If yes, which?
I think I would miss the more personal questions like motivation and practical questions. Of course you can add those in HireVue, they are already added there, but to go little more in depth sometimes or if the candidates really don't get the question, you can't correct them. With a digital interview candidates only interpreted the questions as they do, it's more difficult to adjust that and a little bit like guide the interview.

Also the aspects of practical information like notice period, salary or if they come from abroad. That's really essential to know on beforehand and therefore you need a phone call.

Are you aware of the fact that these steps or questions like salary you can put into HV?
Yes, but you have to elaborate on them. If you have the salary I want to tell what in tells the salary, do you have bonuses, do you have additionally benefits? This is quite difficult to put all in one question and it is a shame to miss that information. But I think it is an option to include this information; we can find it out.

What is your opinion on using digital selection methods in general for recruitment processes? I asked it earlier but I like to deep dive in it.
I see these digital selection definitely as added value. The only thing is that we need is to be aware of the fact that we need a balance. Digital interviewing is really good because it leads to an unbiased selection. It is really good because it does saves us time, it is more efficient. But the human touch is still very, very important. We have to take this into a gung to always balancing it out. The candidates have to have a feeling with the company as well. It's not only we are trying to hire them but we are also trying to find the job that fits them.
I think we are already doing quite a good job because we do a digital selection on the first stage and then there is in fact a face to face conversation. The personal contact will remain very important. With UFLP, my only benchmark, the candidates really liked the touch point we had after the digital interview. They said they really liked to talk to someone from the company, they asked questions, they liked to hear the story and it generates more commitment from them to join us. So, I mentioned already: a balance!
Good efficiency by digital recruitment and the human touch by personal contact!

Do you have any other suggestions to make the process more human or personal?
I find that quite difficult. We also have a proposition now we make it very personal by giving a personalized feedback throughout the digital selection. For example by UFLP you get a personalized feedback after the games and after the digital interview by HireVue. Which is good but I'm not sure if it feels that personal. It is good but it is a generated email. I do like that is really focused on individuals, so you get your own feedback, but how can we make really that personal touch? I think we have to concern about that a little bit more.

How can that be done in your opinion,? If you just can dream on…
I'm not sure how to do that. It's really difficult, because if you involve Talent Advisors in that step then you completely lose the time efficiency.

Small things can also contribute…
Maybe there could be some more touch points like emails with: 'We're still busy with your application', there should be communication throughout the process. My colleagues find this also important; to give updates too. To be honest it think we are doing quite a good job
The interview fr the regular roles with the Line managers, that's a personal talk. They have to take the time for you. And with UFLP, that's the whole day. That's really personal. But that is only the end stage of the process.

How can this be improved in your opinion with the regular roles?
Sending candidates personalised feedback after a HireVue interview when they get a rejection. That could be useful. You make it more personal. Especially for people after the digital interview, to give them the option to contact us via email.

Only the ones that proceed or also the ones that did not so well?
Both, but I think the ones that did not so well for sure by email, because you don't want to spend your time discussing rejections all day. But it involves really the name you want to put out in the world; I didn't made it for the vacancy but it was still a good process.

So that contributes to…?
This contributes to employer branding and to the candidate experience.

E. Technological aspects
Did you experience any technology issues with HireVue digital interviewing?
In the beginning there were quite some hiccups with HireVue; the screen froze, it blocked, so I had to refresh. At the news setting it was really annoying because I couldn't scroll down in the candidates list at the left side when you are watching one video at the right side. Sometimes it took quite a very long time to load the site and to load the videos of the candidates.

What was the result of this?
It took a lot of more time. Especially the UFLP, you want to watch one after the other and it took you a few minutes to reload and refresh the page and then you lose some minutes.

How would you report these technology problems?
I didn't report them. They were annoying, but they didn't stop me from doing the job but I know there is a support HireVue email. They already contact me sometimes when candidates contacted them, so that was really good. They were very polite and very helpful. That was a good experience so I would probably contact them for issues.

Do you have any remarks or comments regarding this interview or my research?
I'm curious on the results especially your insights on making the digital interviewing more personal.

Appendix 12. Cost Benefit Risk Analysis

Table 19 states the cost benefit risk analyses for each recommendation mentioned in chapters 8 and 9.

Recommendation	Costs	Benefits	Risks
1. Training	Financial cost: print training materials Non-financial cost: time of Talent Advisor and Team Lead that cannot be spend on other work activities	Short term: all Talent Advisors are up to speed about HireVue, increases TA's efficiency and decreases the amount of questions asked Long term: KPI can be achieved	Training needs to be taken seriously, all TA's need to be at the training, should be hands-on with real life practicing
2. Stakeholders	Financial cost: creating HV brochure lay-out by external design agency Non-financial cost: time of Talent Advisor and Team Lead that cannot be spend on other work activities	Short term: increased candidate acceptance, increased Hiring Manager acceptance Long term: more pleasant experience for Talent Advisors	All TA's should follow the new procedures (template e-mail, intake checklist, digital brochure)
3. Team building	Financial cost: costs for optional group activities • Escape room Rotterdam: €26,50 pp. (rotterdamseuitjes.nl) • Cooking workshop: €52 pp. (kookfabriek.nl) • Cocktail workshop: €35 pp. (onemotio.nl) Non-financial cost: time of Talent Advisor and Team Lead that cannot be spend on other work activities, free time of TA Benelux	Short term: more bonding between colleagues, smooth ways of working, more personal recruitment process with HireVue Long term: when Value Proposition is embedded, more meaning and fulfilment in TA's work	Team building activities could be difficult to plan since everyone has their own personal lives
4. Onboarding	Financial cost: X Non-financial cost: time of Talent Advisor and Team Lead that cannot be spend on other work activities	Short term: more knowledge on peer-to-peer training and 'mirroring' technique Long term: new colleagues are onboarded quickly and efficiently, while getting to know their colleagues	Sufficient time needs to be allocated to design the onboarding regarding all relevant aspects, this thesis can provide valuable insight on teaching new TA's about HireVue

Table 19: Cost Benefit Risk Analysis per recommendation