

THE BEAUTY OF ARTIFICIAL INTELLIGENCE IN RECRUITMENT

**HUMAN RESOURCES MANAGEMENT
HKBM7007**

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INTRODUCTION

WHAT IS ARTIFICIAL INTELLIGENCE ?

- Commonly known as hardware & software that mirrors cognitive functions of human mind
- The process of learning, making decisions, inferences, speech, actions, visuals & solving problems
- Robot thinks like human being
- Analyze data to find patterns & trends
- Automation - working 24/7 (24 hours a day and 7 days a week)

INTRODUCTION

WHY DO WE NEED AI IN HRM - RECRUITMENT ?

- Eliminate human bias: human's brain tends to find similar behaviors & personalities
 - should consider all qualified candidates
- Reduce workload: AI does the manual tasks to allow HR to do “human interaction” tasks
- Improve quality: human to focus on the judgement on FACTS
 - to improve the quality & fairness of hiring
- Reduce cost: overall AI investment \$ is less than human staff \$ (1 robot = 9 full time staff).
- Improve Efficiency: AI works fast & 24/7



STRATEGIES

CURRENT PROBLEMS IN RECRUITMENT

- Job Description (JD): use of jargons, abbreviations or special terminologies
- Resume Screening: time-consuming, costly, human bias and discrimination subconsciously
 - Examples: sex, age, school, location, social-economic & marital status.
- Interviews: high volume, longer response time & costly, time-consuming and biased.
- Background Checking: human errors, routine tasks, time-consuming.

STRATEGIES

HOW DOES AI HELP HR LEADERS IN RECRUITMENT?

- Job Description (JD): to produce effective & common language in JD.
- Resume Screening: to screen automatically based on set parameters
 - hard skills, experience & Qualifications.
- Phone/Virtual Interviews: to do the preliminary review on skills & credentials (eg. Chatbots).
- Video Analysis: to review the facial expression to identify honesty, empathy & eagerness.
- Reference check: reference letter records, chatbots automation & e-feedback tools

STRATEGIES

HOW DOES AI HELP HR LEADERS IN RECRUITMENT?

- Use of social media data (e.g. LinkedIn):
 - To find best candidates from Profiles
 - To verify & screen candidates (identify negative behaviours).
- Recruitment dashboard for checking hiring status
- Special APPs to engage with candidate before & after hiring to keep them warm – branding
- On-line process: on boarding & briefing



HOW COMPANIES ARE ADOPTING AI?

- China's big Tech Companies (Baidu, Alibaba and Tencent) invest AI domestically & globally in HR
- Google: extensive usage of AI analytics in HR to avoid feelings & intuitions for people decision
- AI Recruitment Tools:
 - 'MeetFrank' connects talents & employers: to match the qualified candidate to the suitable company
 - 'Mya' System: platform to source & interview candidates
 - 'iHRIS' Intelligence HR Information System: AI incorporated in HR end to end hiring system

HOW HR LEADERS ADOPT AI & CHANGE?

- To think rationally what you want the process to achieve through the AI tools.
- To help the employer to understand the benefits of using AI and how it can be applied appropriately and fairly in the recruitment process.
 - for the Small & Medium Sized Enterprises (SMEs), they need talented staff with competencies & aptitudes for the company to succeed
- To embrace AI for initial selection (categorizing data) to optimize resources + HR/Hiring Manager for finalization collaboratively.

CASE STUDY – GOOGLE ADOPTING AI IN RECRUITMENT PROCESS

1. Conduct a standardized on-line survey as a formula to identify candidate's attitudes, behaviours & personalities
2. AI to assign a score for each candidate to decide who is best fit for the organization
3. Hiring based on the assigned score as above process objectively

HOW DOES AI APPLY TO ALLOW HR TO PERFORM?

- Minimize human bias: AI uses FACTUAL data to minimize bias of feelings & intuitions.
- Simplify work: AI reduces mechanic & routine work
- Human interaction: allows time for HR to engage with candidates to build trust – not just process owner but business partner/transformational role.
- Screening: AI to sort & categorize data for initial selection, HR/Hiring Manager to make final decision for recruitment.

KEY
FINDINGS &
LEARNINGS

BENEFITS

- Higher Efficiency: AI is faster and supports HR to reduce manual & non-value added tasks
 - Automated qualification screening system > save up HR 14 hours per week
- Effective Cost:
 - Companies implemented AI in HR automation achieving the highest return on the AI investment
 - Quality of Hire: AI focus of FACTS
- More Choices:
 - 96% of employers agree that AI increases the accessibility to wider talent pools
- Develop skills & professionalism for HR
- Bring the hiring process more transparent

(Big Data Social 2018)

KEY
FINDINGS &
LEARNINGS
CONCERNS

- Debate on HR decision based on AI, is it ethical & fair?
- Does automation applied effectively?
- HR loses human interaction
- HR is threatened by the technology
- Are the companies ready to embrace the AI skills?
- Does AI bring new opportunity for the company?
- AI will take over the jobs from human

KEY
FINDINGS &
LEARNINGS
INSIGHTS

- Job sustainability: acquire skills that cannot be replaced by AI
 - People to develop: positive thinking, challenging & innovative mindset, communication skills
 - Future jobs require: specific trainings, lateral thinking, distinctive competencies & attitudes
 - 75 million jobs will be dismissed due to AI
 - 133 million new jobs will be created

(The World Economic Forum Report 2018)

KEY
FINDINGS &
LEARNINGS
INSIGHTS

- The push for efficiency & concern about fairness of using AI do not always align
- HR/Hiring Managers to evaluate complexity of behaviours & adjust decision appropriately
- Attributes of higher performers to be used for refining selection criteria for recruitment
- Continuous education to internal staff:
 - Amazon, Google, Microsoft are training internal leaders how to effectively use AI for recruitment

KEY CHALLENGES TO APPLY LEARNINGS IN WORKPLACE

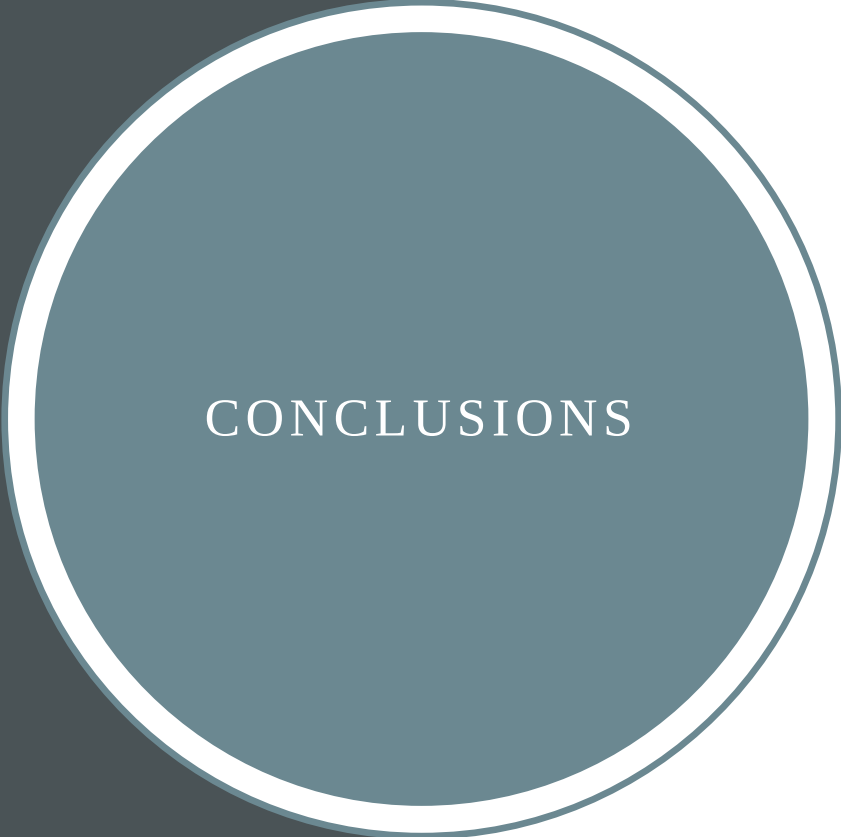
- Blind Spots: human are the ones setting the criteria, it is possible that AI creates un-intended flaws.
- AI is not cure-all medicine: lessons learnt to continuously improve the recruitment process.
- Case study (2018): Amazon switched off the AI system due to bias against female.
 - Data built from historical job performance data
 - Best performers were male
 - In fact, most of the employees were men
 - Attributes with women excluded

RECOMMENDATIONS/SUGGESTIONS FOR BETTER RESULTS

- Set Hiring Criteria: key words from employees' surveys, complaints & praises in appraisals
- Due Diligence: regular review of criteria, the parameters being used for hiring are up-to-date
- Job Description JD: key words are coded to establish behaviours and form the basis of JD
- Resume: screening questions, no missing or conflicting factors to form the initial selection
- Employee Referral: AI to do the Social Media connection (e.g. LinkedIn) with the current employees effectively the pool of candidates

RECOMMENDATIONS/SUGGESTIONS FOR BETTER RESULTS

- AI + Human collaboration: AI is built to support and work with HR hand in hand to make hiring decision objectively & rationally.
- HR - be a more transformative & innovative role: focus on engaging staff and refining hiring process:
 - to make potential candidates' happier & motivated
 - good branding effect
- The need of talents with AI skills in HR – train HR with advanced technology
- HR to work with senior executives on identifying future talents' needs & face to watch leaders.
- HR to put policies in place to facilitate high performing & creative culture.



CONCLUSIONS

- Employees are vital asset - AI facilitates human decision on talent acquisition is invaluable.
- HR leaders should not be threatened by AI but embrace it.
- Human is the one who creates AI - be cautious!
 - optimizing the benefits and minimizing the drawbacks as discussed.
- HR leaders should continuously improve on the AI recruitment system
 - to meet today's and future needs for talents' management.

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Q&A

THANK YOU!

Comments are welcome!

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