



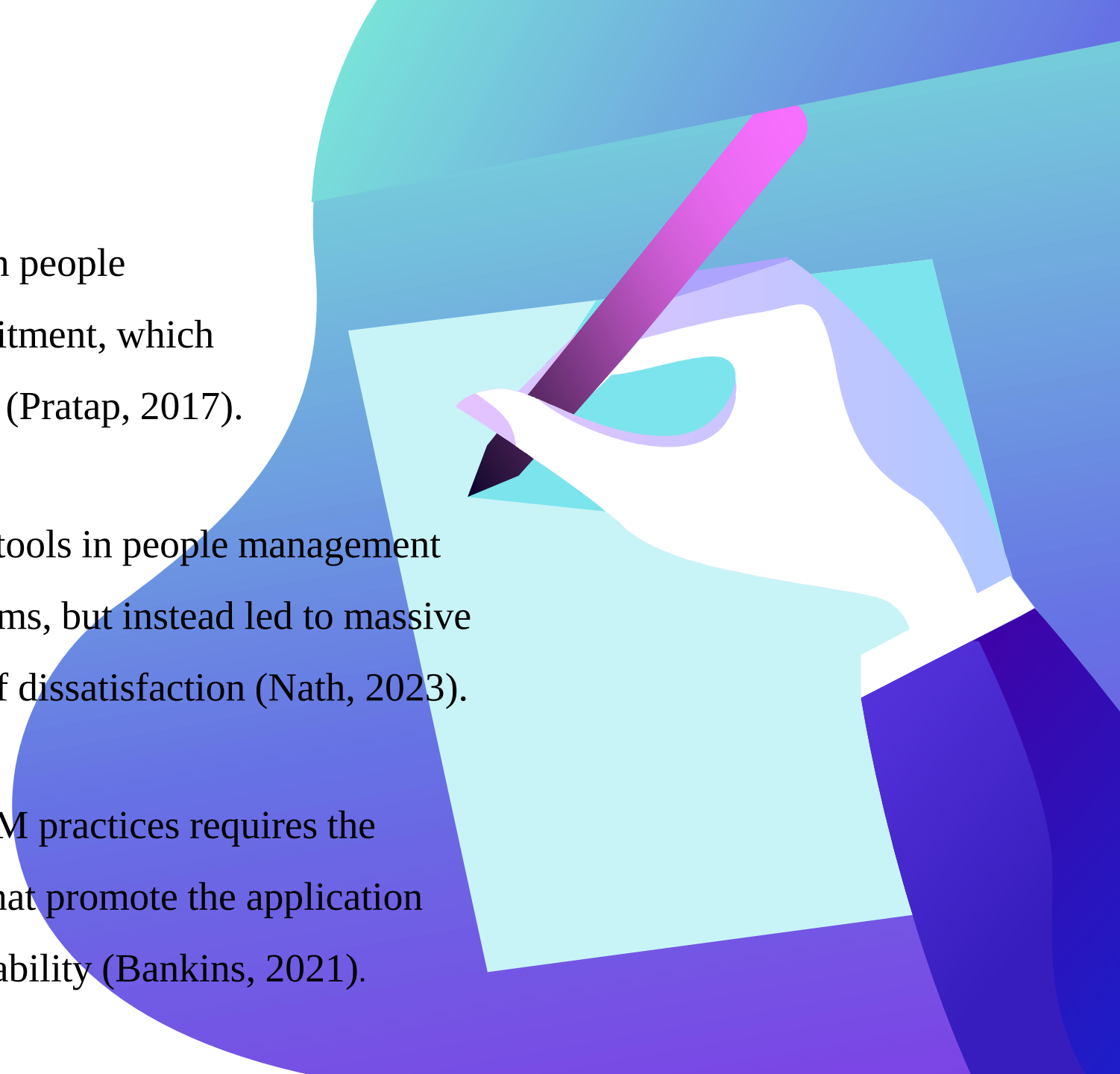
Recommendations for Google

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Introduction

- For Google, one of its key problems in people management is the cumbersome recruitment, which has led to high cost and loss of talents (Pratap, 2017).
- Google's use of advanced technology tools in people management did not help it to solve existing problems, but instead led to massive layoffs, which triggered a great deal of dissatisfaction (Nath, 2023).
- The ethical employment of AI for HRM practices requires the identification and execution of rules that promote the application of transparency, fairness, and accountability (Bankins, 2021).



Recommendations

- Simplify the recruitment process and optimise recruitment costs: Simplify the process to shorten the recruitment cycle, such as consolidating the links, optimising the screening criteria, as well as reducing unnecessary links and repetitive steps (Palcisko, 2016).



Recommendations

- In order to balance the relationship between technology and its employees, Google should train its employees to use technology correctly instead of replacing them with technology. To achieve this, Google can establish cross-departmental collaboration to promote cooperation and communication between its HR and technology departments (Ma *et al.*, 2023).



Hold regular meetings and workshops



Conduct cross-departmental project collaboration



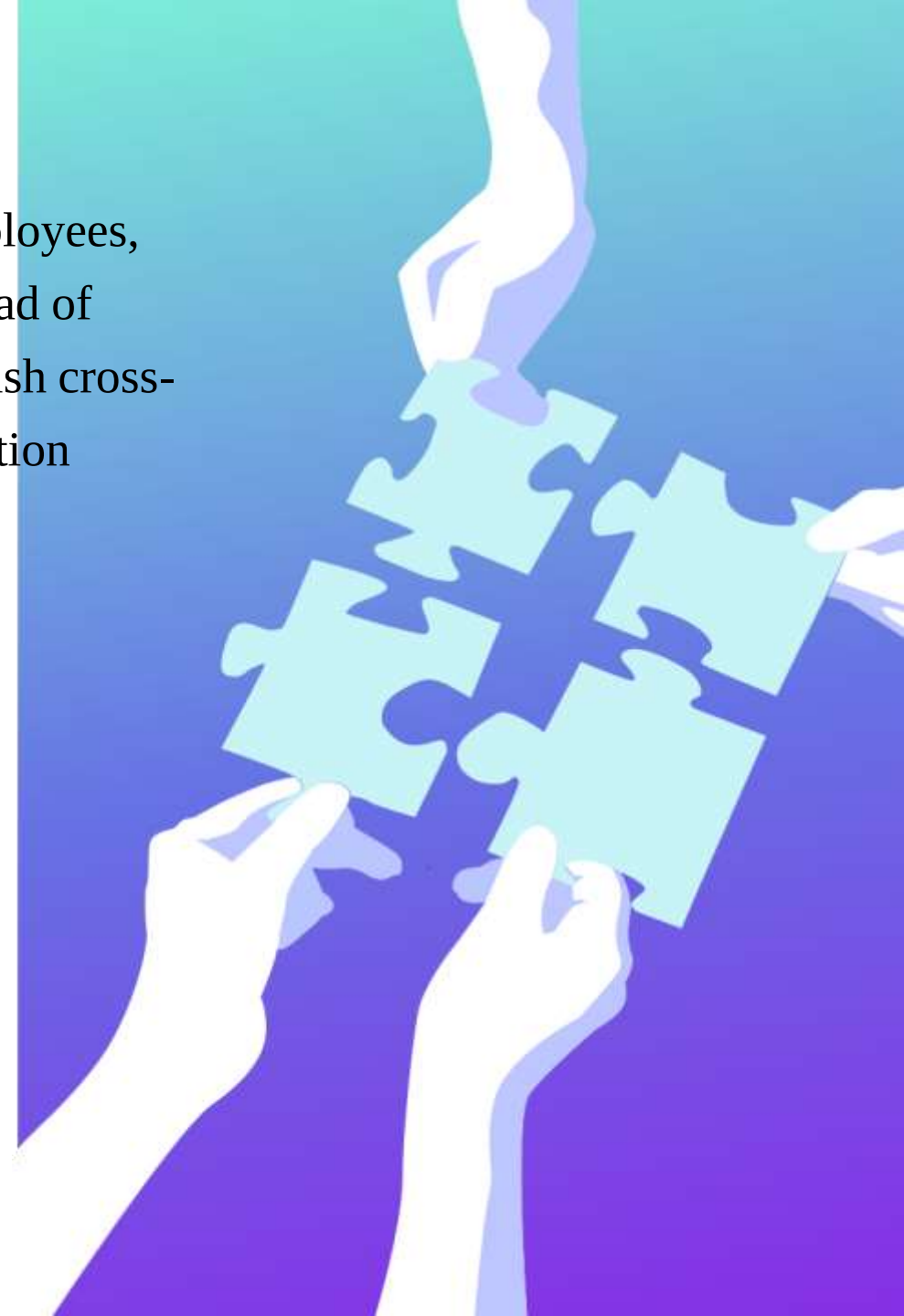
Create a technical knowledge-sharing platform



Establish a mentorship system and cross-training



Regular feedback and improvement



Recommendations

- In order to use AI ethically in HRM practices, Google can audit bias through AI tools and establish an ethics committee for AI involvement in HRM oversight (Raisch and Krakowski, 2021).



Clarify the Committee's responsibilities and objectives



Determine committee members and organisational structure



Develop a review and oversight process



Develop ethical codes and guidelines applicable to HRM



Conduct training for committee members



Action Plan

Skills for enhancing candidate communication and feedback mechanisms

1. Learn user experience design: Month 1-3

- Activities:

- Enroll in online courses or workshops on user experience design.
- Allocate at least 5 hours per week for learning and practice.
- Apply acquired knowledge to redesigning candidate communication touchpoints.

2. Learn how to conduct user research: Month 2-4

- Activities:

- Participate in user research training sessions or workshops.
- Practice conducting user interviews and surveys.
- Analyse research findings to identify candidate communication pain points.

3. Learn how to apply design thinking methods: Month 3-6

- Activities:

- Attend design thinking workshops or seminars.
- Apply design thinking methods to optimise recruitment processes.
- Iterate and refine solutions based on feedback.

Establishing Cross-Departmental Collaboration

1. Hold regular meetings and workshops: Ongoing

- Activities:

- Schedule monthly cross-departmental meetings.
- Conduct quarterly workshops focusing on collaboration and communication skills.
- Rotate facilitators to encourage participation and engagement.

2. Conduct Cross-Departmental Project Collaboration: Month 2-12

- Activities:

- Identify projects that require collaboration between people management and technology departments.
- Form cross-functional teams to work on these projects.
- Monitor progress and outcomes through regular check-ins and reviews.

3. Create a technical knowledge-sharing platform: Month 3-6

- Activities:

- Establish an online platform for sharing technical knowledge and best practices.
- Encourage employees to contribute articles, tutorials, and case studies.
- Promote active participation and engagement through incentives or recognition.

4. Establish a mentorship system and cross-training programme: Month 4-8

- Activities:

- Pair employees from different departments for mentorship.
- Implement cross-training sessions where employees can learn skills outside their core expertise.
- Evaluate effectiveness and adjust the program as needed.

5. Regular feedback and improvement: Ongoing

- Activities:

- Implement a system for collecting feedback from employees on cross-departmental collaboration efforts.
- Use feedback to make continuous improvements to collaboration processes and initiatives.

Action Plan

Establishing an ethics committee for AI involvement in people management practice

1. Clarify committee's responsibilities and objectives: Month 1-2
 - Activities:
 - Define the scope and purpose of the ethics committee.
 - Outline specific responsibilities and objectives for the committee.
2. Determine committee members and organisational structure: Month 2-3
 - Activities:
 - Identify key stakeholders from relevant departments to participate in the committee.
 - Establish the organisational structure, including roles such as chairperson, secretary, etc.
3. Develop a review and oversight process: Month 3-6
 - Activities:
 - Create a process for reviewing AI applications in people management.
 - Define criteria for ethical evaluation and oversight.
4. Develop ethical codes and guidelines: Month 4-7
 - Activities:
 - Draft ethical codes and guidelines applicable to AI involvement in people management.
 - Incorporate input from committee members and relevant stakeholders.
5. Conduct training for committee members: Month 6-8
 - Activities:
 - Provide training sessions on ethical considerations in AI for committee members.
 - Ensure all members understand their roles and responsibilities in overseeing AI applications.

Overall Timeline

Month 1-2: Clarify ethics committee's responsibilities and objectives; Identify key stakeholders and establish the organisational structure; Begin learning user experience design.

Month 2-3: Determine committee members and finalise the organisational structure; Start conducting user research; Hold the first cross-departmental meeting and outline collaboration goals.

Month 3-4: Develop a review and oversight process for the ethics committee; Continue user research and begin analysing findings; Attend design thinking workshops and apply methods to recruitment processes; Establish the technical knowledge-sharing platform.

Month 4-6: Develop ethical codes and guidelines for AI involvement in people management; Implement regular meetings and workshops for cross-departmental collaboration; Conduct cross-departmental project collaboration; Start the mentorship system and cross-training program.

Month 6-8: Conduct training for committee members on ethical considerations in AI; Evaluate the effectiveness of cross-departmental collaboration efforts and make necessary improvements; Finalise mentorship and cross-training programs; Continue refining candidate communication touchpoints based on user experience design principles.

Month 8-12: Continue regular feedback and improvement processes for cross-departmental collaboration; Monitor the ethics committee's oversight process and adjust as needed; Ensure adherence to ethical codes and guidelines in people management practices; Review and adjust all initiatives based on feedback and outcomes.

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