

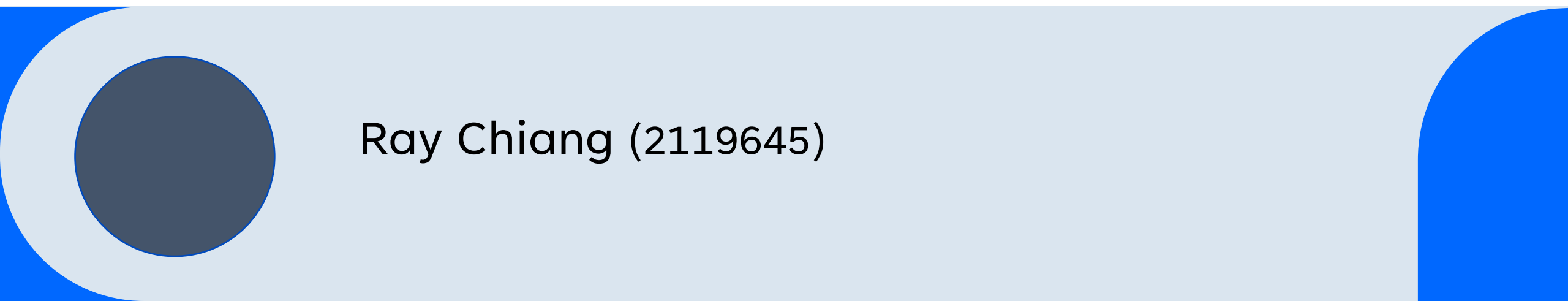


LEVEL 7 ASSESSMENT SPECIFICATION

Student name:	Chiang Chun Wah	Student ID number:	2119645
Programme:	MBA		
Module:	Human Resources Management		
Module code:	HKBM7007	Contribution to Overall Module Assessment (%):	50%
Lecturer:	Dr Leo Ho	Internal Verifier:	Dr Terence Li
Assignment Title:	How Unilever uses AI in Recruitment	Word count (or equivalent):	Individual Presentation 15
Submission deadline:	Dec 5, 2021 - Oral Presentation Dec 5, 2021 - Submission of finalized PowerPoint slides	Return date of provisional marks & written feedback:	14 working days after submission of finalized PowerPoint slides
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module:
HKBM7007 - Assignment 1

Topic:
**How Unilever uses AI in
Recruitment**

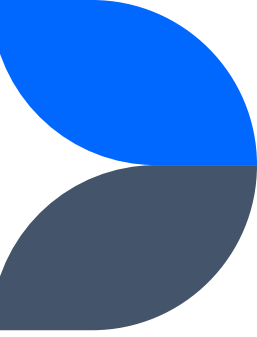


Ray Chiang (2119645)

Agenda

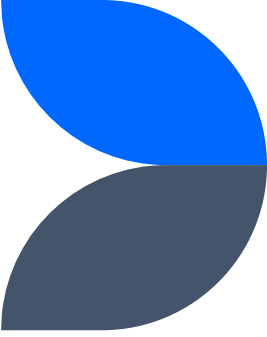
- ❖ Introduction
- ❖ Recruitment Challenges
- ❖ Staffing & Recruiting Strategies
- ❖ AI adoption in Recruitment
- ❖ How to make it better
- ❖ Conclusion

Introduction



Unilever is consumer goods leader globally. There are over 400 consumer goods brands to be provided for their customers, including food, cleaning products, and personal hygiene. The products can be found in more than 190 countries (Marr, 2018). The business operations and staff are based all around the world. Unilever has clearly understood the need to attract talent worldwide to meet dynamic consumer demands and rapidly changing (hirevue, 2020).

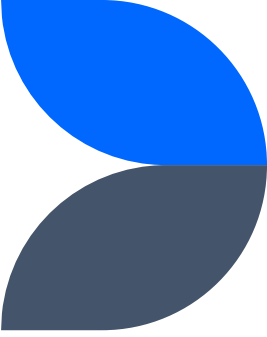
Recruitment Challenges



- Unilever processes around 1.8 million job applications for recruiting 30,000 staff a year. Staffing and recruiting is an enormous investment of time and resources (Marr, 2018).

For recruiting processes, the recruiter requires:

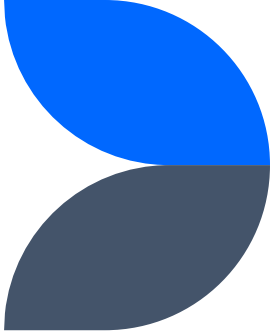
- Screening CV
- Filtering candidates
- Coordination
- Interview, especially cross difference time zone



Recruitment Challenges (Cont'd)

- The unconscious bias may happen in the hiring process when you form an opinion based on first impressions. It will affect the recruiter's final hiring decision and make a fairness issue (Pavlou, 2019).
- Difficult to build up a talent pool in the traditional method
 - Post job advertisements on various career websites.

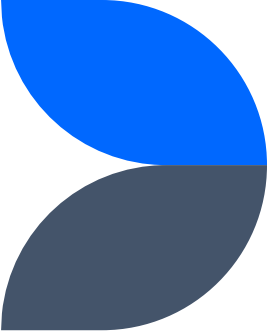
Staffing & Recruiting Strategies



1. Millennials is the significant workforce, and the target has 60% of the overall workforce.
2. Company needs to attract a new generation through innovative technology that is intelligent, automatic, and sustainable.
3. Making recruitment is more cost-effective, time-saving, and efficient.

(Hirevue, 2020)

AI adoption in Recruitment



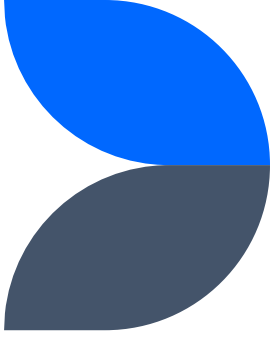
What is AI?

AI – leverage computer processing power to mimic human activities such as problem-solving, learning, and decision-making (Russell and Norvig, 1994).

AI adoption in Unilever's HR

Unilever adopted AI technology in recruitment and began a leader selection program for recent college graduates who selected 800 talents from 250,000 applicants (Marr, 2018).

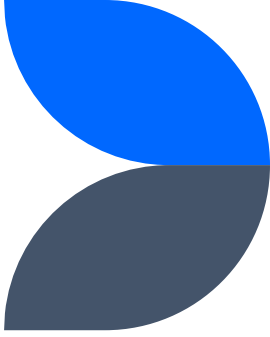
AI adoption in Recruitment (Cont'd)



How does AI overcome the challenges?

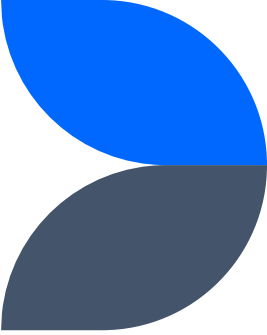
1. Candidate learns jobs from LinkedIn and submits their LinkedIn profile without CV submission (Marr, 2018).
2. Candidates will spend 20 minutes playing a series of games on the AI (Pymetrics) platform for assessing cognitive, social, and behavioral (Marr, 2018).
3. If candidates have the traits that match the criteria of a particular position, then move on to the AI (HireVue) interview (Marr, 2018).

AI adoption in Recruitment (Cont'd)



3. The interviews are not live, which can be done with a computer or smartphone. The AI system analyzed candidates' facial expressions, body language, tone, and word choice to predict the most likely good fit for the job (Booth, 2019).
4. Finally, recruiters will arrange a live interview further and select the candidates on a shortlist to provide an offer (Marr, 2018).

As a result, Unilever saved the annual cost in recruitment by over 1 million, reduced recruiting time by 75%, and improved candidate diversity (hirevue, 2020).

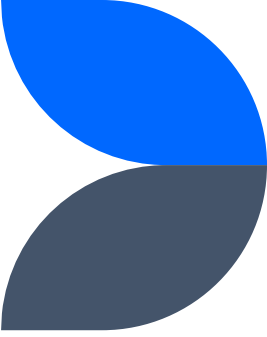


How to make it better

Unilever used an AI platform that overall achieved its strategies in recruitment. There have some ways that can make it better.

For Strategies,

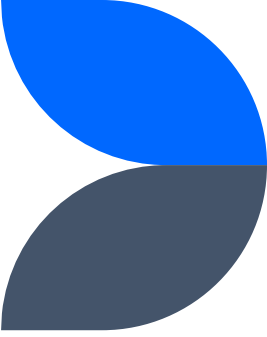
Unilever's strategies focus on recruiting new staff, but staff retention should also be considered. Thus, the company needs a way to help with recruiting and improve turnover.



How to make it better (Cont'd)

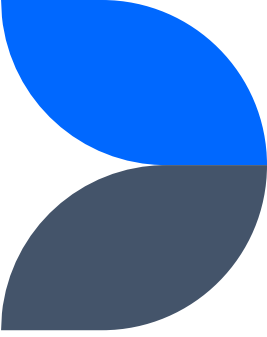
For AI Platform,

- The reference data is essential for the AI system to analyze the candidates' interview records to predict and recommend. The data of current staff with their performance appraisal result should be collected as additional reference data. So, the AI system will have more accurate predictions and the best recommendations on who is a most likely good fit for the job and company culture.



How to make it better (Cont'd)

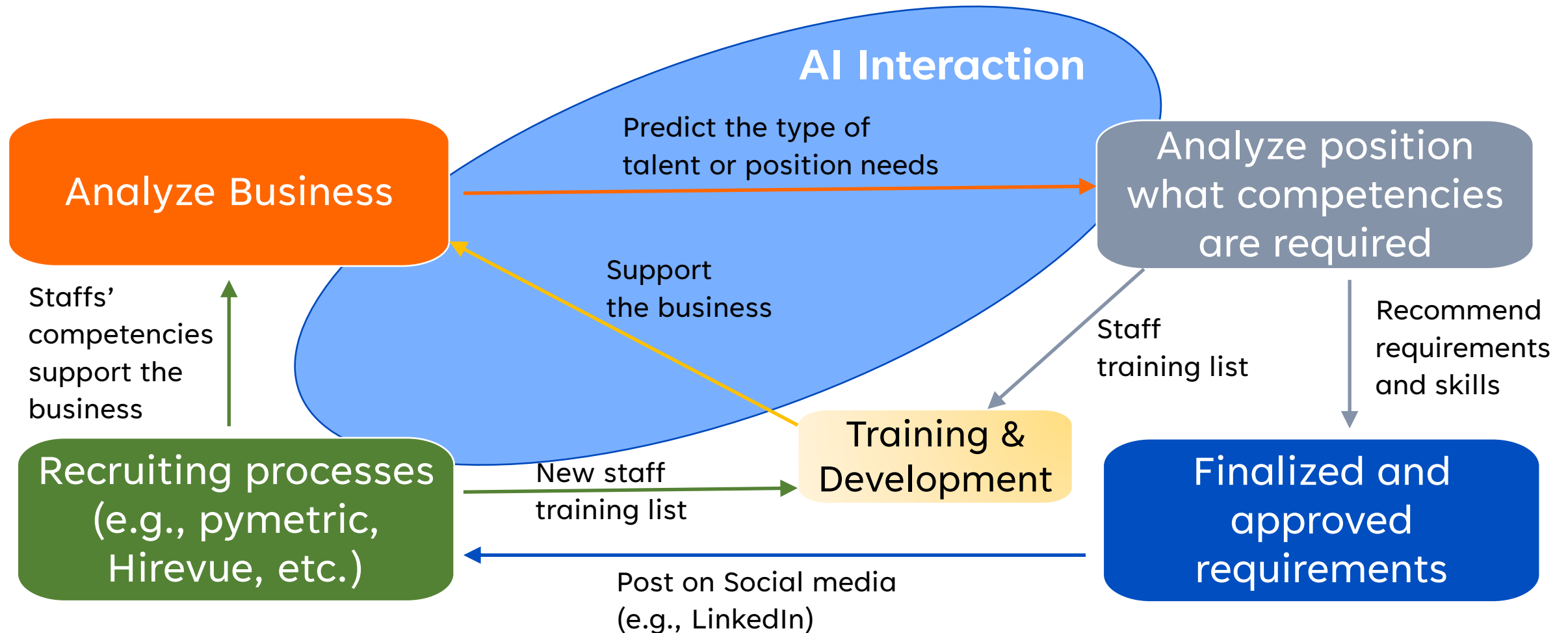
- Based on reference data, the AI system analyzed the data from current staffs' duties, experience, skills against the corresponding position. It can recommend the update-to-date and relevant job description (e.g., requirements, skills, etc.) to the hire manager for recruitment.
- AI system analyzed the profile of current staff to match their skillsets to upcoming projects in other business areas. It provides an opportunity for career growth and enables the company to redeploy resources to support the business areas that increase demand.

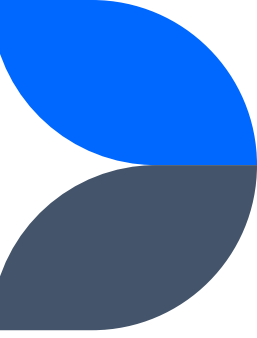


How to make it better (Cont'd)

- AI has the potential to work as a core component for analyzing the relationship between a resource requirement in a business strategy plan and recruiting in different phases to predict what type of talents are needed for a different stage. The company prepares resources that provide training to current staff or new hires to support the business.

How to make it better (Cont'd)





How to make it better (Cont'd)

As the AI keeps “learns” from accumulative data and their relevance, the prediction and recommendation will be more accurate and match expectations. Thus, the human recruiter reduces the intervention in recruitment processes when the AI becomes a more mature system.

Conclusion

Unilever's AI is a good solution that saves cost, reduces human effort with a shorter hiring period in recruiting processes. The business, staffing, and recruiting should be considered whole to extend the coverage by AI. It benefits the recruitment operations and increases the return of investing in AI.

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