

## Unilever Recruitment Case Study

Unilever is a British-Dutch transnational consumer goods company co-headquartered in London, England, and Rotterdam, Netherlands with over 400 brands and employing around 170,000 people globally. They recruit 30,000 people a year and receive around 1.8 million job applications too. Keeping in mind every application requires coordination, filtering and interviews; this is a massive job even for a big company like them. It has become mandatory to find a way of making recruitment easier, more cost effective, time saving and efficient which can all be done using AI/Automation to streamline processes.



Unilever use AI/Automation technology when hiring people for their Future leader's program which spans 50 countries and is designed to develop managers at the company. This program provides challenging and purposeful opportunities to accelerate staff readiness. It includes extended leadership contact, formal training and professional development. For their most recent rotation, Unilever hired 800 people and received 250,000 applications. They partnered with two firms working in the AI tech space - **Pymetrics** and **HireVue**.

### How it works:

**Pymetrics** is a game-based platform that measures social, cognitive and behavioral traits. It is used during the application process to go beyond resumes and really get to know candidates and how they work. Jobseekers play a series of games on their phone or computer to measure the traits making them unique; such as aptitude, logical thinking, reasoning and most importantly appetite for risk. There are no right or wrong answers - they are just looking at how people approach problems, not specific solutions.

**HireVue** is a digital recruiting company that uses video intelligence for interviews in order to find the best candidates. Artificial intelligence is performed on the recorded videos providing insights into candidates to help companies make better hiring decisions. It uses proprietary machine learning algorithms to analyse data points and predict future job performance. This helps clients identify who will be their top performers and meet business objectives. HireVue interviews are video-based and allow hiring managers to see non-verbal cues such as facial expressions, eye-movements, body movements, detail of clothes, and nuances of voice.



After playing the Pymetrics games, Machine learning algorithms measure different aspects of a candidate that may or may not lead them onto second stages. Online interviews conducted by machine learning algorithms use Natural language processing to help them understand what candidates are saying. Machine vision looks at body language to understand sense of purpose and business acumen. People can then receive a detailed, individual trait report for the talents they possess.

When used by Unilever - Pymetrics and HireVue narrowed their applicants from 250,000 to 3,50 people – all of whom were invited to assessment centers. Here they met real-life recruiters to make the final choice of 800 people.



## **Advantages for Candidates:**

### **Engaging**

- Taking exams in the form of Games is significantly more engaging than traditional psychometric test. Some organisations experience dropout rates of over 50% with this traditional approach. Candidates are generally keener to complete a short series of games rather than lengthy tests.
- Coordinating an interview with someone in a different time zone is hard. By having candidates record interviews in their own time, hiring managers are able to review them easier. 3pm in Beijing is 3am in NY - Video recruiting has never been easier!
- Mastering or failing levels also offers instant performance feedback to helps candidate asses which gameplay approaches are effective for them.

## Fair for Candidates

- By design, assessment data is objective and so eliminates biases that may arise from subjective interpretations of a resume, letter of recommendation, biographical information, or interviews.
- As mentioned previously, games allow for more data points to be collected than traditional multiple-choice assessments. Combining this with machine learning techniques will increase predictive validity and, therefore, a more accurate picture of how each jobseeker will perform in their job.
- Game-based assessments minimise bias from a candidate's perspective: Games are inherently engaging, typically resulting in improved focus.
- Similarly, the immersive nature of game tasks tends to reduce stress resulting from so-called stereotype threat (e.g. cultural and /or gender differences raise inhibiting doubts and high-pressure anxieties in a test-taker's mind). Furthermore, games elicit more authentic behavior.

**HireVue** PRODUCTS WHY HIREVUE CUSTOMERS RESOURCES COMPANY SEE A DEMO LOGIN

## HIREVUE VIDEO INTELLIGENCE

GET THE BEST TALENT, FASTER

SEE HOW

MY APPROACH WOULD BE...

CANDIDATE

FANTASTIC

GREAT

GOOD

OK

How To Hire From 4x The Colleges In 1/4 the Time. Register Now >

### Reimagining Pre-hire Assessments

HireVue delivers custom assessments by blending the power of artificial intelligence with the science of I-O Psychology - all built within an easy to use video interview software platform. Watch the video to see how.



## **Advantages for Clients:**

### **Total Assessment of Candidates**

- Due to their fast-paced and immersive nature, game-based assessments reveal a candidate's natural behavior and responses in a way traditional testing methods don't. Unlike traditional assessments; game-based assessments are progressive – they adapt as the candidate engages with it. Furthermore, framing the assessment as a 'game' rather than a 'test' reduces anxiety, making the hiring process more inclusive and accurate for candidates who get nervous during formal testing.
- Game-based assessments test a candidate's ability to solve new problems, think logically, and also their level of motivational drive to succeed. Psychological research on the key determinants of employability, job performance, and career progression indicate these qualities are critical in the modern workplace. As such, game-based assessment performance is highly predictive of performance.
- Video Interviewing provides hiring managers with the ability to make selections based on qualitative data that is not apparent on paper (resume). Many qualified candidates are overlooked when solely judged on their resume. With a video interview - companies get a bird's eye view of each candidate giving them the ability to make better hiring decisions.
- Online video Interviewing enables companies to watch as soon as an application is done and they can refer back to it later, as many times as desired. Unlike in a phone interview, where recruiters might forget something, now it is possible to refer back and see what was said at any given time.

### **Quick Evaluation**

- Since every candidate effectively gets a custom assessment based on their abilities, there is no need for the "one-size-fits-all" approach necessary for static assessments. An array of cognitive skills (problem-solving, memory, attention, mental agility, numeracy, etc.) can be assessed in just 15 minutes.

### **Time and Cost saving**

- Unilever have now saved around 70,000 hours of interviewing time and application processing by streamlining their recruitment process with AI/Automation technology.

## **Disadvantages**

### **Mutual fit harder to assess:**

- A remote candidate cannot tour a company's facility or view operations. This limits the opportunity to promote an organisation. Remember that an interview is not just an audition: it's an opportunity for both parties to explore a fit. This is particularly important when it comes to filling leadership or technical positions. In such cases; facility, equipment, environment and culture are likely to be key factors in determining a mutual fit—so face to face interview are worth the investment here!

### **Objectivity harder to maintain:**

- Mixing video interviews with in-person interviews can diminish the objectivity of the recruitment selection process.
- A fair recruitment process is one in which all candidates are interviewed in a similar way.
- A university research study by Greg Sears and Haiyan Zhang found that interviewers tend to form more negative impressions of candidates when interviewed via video. They suggest video interviews are best used as a supplementary screening tool rather than a replacement.

## **Conclusion**

Generally, AI/Automation can be a huge help for big companies like Unliever as it moves past outdated recruitment evaluation. New selection processes now apply better methods for hiring and they improve candidate experience too. Companies should harness the latest advancements in AI/Automation to consider more candidates and learn more about those candidates. If hiring teams apply the technology correctly, they will be able to reach the best talent faster.